

Austria	Switzerland	Indonesia	Philippines	Peru
Bahrain	Malta	Iran	Portugal	21.900
Belarus	Barbados	Malta	Portugal	22.000
Bulgaria	Belgium	Malta	Portugal	22.100
Cyprus	Colombia	May	Portugal	22.200
Danmark	DR Congo	Jordan	Portugal	22.300
Egypt	Egypt	Kuwait	Portugal	22.400
Fiji	Finland	Lithuania	Portugal	22.500
France	Finland	Luxembourg	Portugal	22.600
Germany	Finland	Malta	Portugal	22.700
Hong Kong	Finland	Morocco	Portugal	22.800
Hungary	Finland	Morocco	Portugal	22.900
Iceland	Finland	Morocco	Portugal	23.000
India	Finland	Morocco	Portugal	23.100
Italy	Finland	Morocco	Portugal	23.200
Japan	Finland	Morocco	Portugal	23.300
Kenya	Finland	Morocco	Portugal	23.400
Latvia	Finland	Morocco	Portugal	23.500
Lebanon	Finland	Morocco	Portugal	23.600
Lithuania	Finland	Morocco	Portugal	23.700
Malta	Finland	Morocco	Portugal	23.800
Norway	Finland	Morocco	Portugal	23.900
Poland	Finland	Morocco	Portugal	24.000
Russia	Finland	Morocco	Portugal	24.100
Slovenia	Finland	Morocco	Portugal	24.200
Spain	Finland	Morocco	Portugal	24.300
Turkey	Finland	Morocco	Portugal	24.400
Ukraine	Finland	Morocco	Portugal	24.500
Yugoslavia	Finland	Morocco	Portugal	24.600

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

DISARMAMENT
Events overtake
the tank talk
Page 26

D 8523A

Friday May 25 1990

World News

Japan offers apology to S Korea for war brutality

Japan's Emperor Akihito formally apologised to Roh Tae Woo, the South Korean President, for the "sufferings your people underwent" during the Japanese occupation of the Korean peninsula.

The statement made under pressure from South Korea, was designed to mark a "new age" in relations between the two countries. Page 24

France sends troops
France sent 200 troops to Gabon, in response to disturbances in the country. The French move followed the kidnapping and subsequent release of the French consul general in Port Gentil by opponents of Gabonese President Omar Bongo. Page 6

Radio plan shelved
Organisers of the Goddess of Democracy radio ship abandoned plans to broadcast pro-democracy propaganda into China, because of opposition from Taiwan, Hong Kong and Japan.

No Kashmir self-rule
Bemazir Bhutto, the Prime Minister of Pakistan, ruled out independence for Kashmir as "extremely dangerous" for the peace and stability of the sub-continent. Page 6

Andean market pact
Peru, Venezuela, Ecuador, Bolivia and Colombia agreed to work a 21-year-old Andean pact in a new common market.

N Korea keeps Kim
Kim Il Sung, the world's longest surviving autocratic ruler accepted another four-year term as North Korean President and defiantly hailed communism as the only road for mankind. Page 6

Polish rail strike
Striking railwaymen in Poland ignored an appeal by Solidarnosc leader Lech Walesa to call off their pay protest, disrupting rail traffic across the country and blocking ports. Page 3

Yeltsin support rally
Supporters of Boris Yeltsin rallied in front of the Kremlin to support his candidature for the presidency of the Russian federation. Page 3

Life support stopped
Spanish doctors switched off a life-support system attached to a jailed left wing guerrilla, who was critically ill after a hunger strike, his lawyer said.

Rebels evict families
Autonomy-seeking Shanti Bahini (Peace Force) rebels evicted 164 families, who refused to join them, from their homes in the Chittagong Hills in south-east Bangladesh.

Peace radio bombed
A car bomb destroyed the Col-Mundo radio station known as the Network of Peace, in Medellin, as violence continued to sweep Colombia before the May 27 presidential elections.

KGB records sought
Czechoslovak Interior Minister Richard Sacher said he was going to ask the Soviet KGB to track down 10,000 missing documents on former secret police informers, but did not expect much co-operation.

Weekend FT
Tomorrow: How equal are women in Britain in the 1990s?

The pick of international arts festivals

Business Summary

Thorn EMI to discuss with GTE sale of lighting unit

THORN EMI said that it hoped to sell its lighting business to GTE or to US. The British group said it had declined its offer as it was not big enough to compete against the international industry leaders. A value of \$300m is thought to have been put on the business by Thorn. Page 26

MARKETS: Most European bourses were closed for the Ascension Day holiday, but of those open Milan set a new high for the year. The Comit index rose 5.01 to 736.73. In Tokyo the good news outweighed the bad in the continuing announcements of company results, and above gains closed with firm gains in moderately active trading. Back page.

HITACHI and Toshiba were among Japan's big electrical and electronics groups which all reported substantial increases in profits in the year to March. Page 27

NATIONAL Power, UK private generator, has entered talks with 100 other companies about joint venture power stations. Page 24

LI KA-SHING, leading Hong Kong entrepreneur, is coming under intense pressure from potential business partners in the US and Canada, as well as from directors of his main companies, to move his group's legal domicile to Bermuda before Hong Kong returns to Chinese sovereignty in 1997. Page 26

US President George Bush extended China's most-favoured-nation trade benefits, brushing aside congressional criticism and defending his move as in the best interests of the Chinese people. Page 6

BRITISH Telecom, UK telecommunications group, reported pre-tax profits in the year to March 31 of £2.2m (£5.4bn), but the market was still encouraged by the overall performance of the business. Page 25

INTERNATIONAL Telephone and Telegraph Consultative Committee (CICETT), the international phone body, has been warned by the European Commission that its restrictions on private networks may be in contravention of the Treaty of Rome's anti-trust provisions. Page 25

Supporters of Boris Yeltsin rallied in front of the Kremlin to support his candidature for the presidency of the Russian federation. Page 3

Autonomy-seeking Shanti Bahini (Peace Force) rebels evicted 164 families, who refused to join them, from their homes in the Chittagong Hills in south-east Bangladesh.

Computer manufacturer, would be willing to take a equity stake in International Computer (ICL) of the UK if the opportunity arose. Mr Takuma Yamamoto, the group's president has said. Page 25

TURKISH banks experienced difficult times in 1988, compared with the previous year, according to the latest annual report of the Turkish Banking Association. Page 29

Financial Times will not be published on Monday which is a Bank Holiday in the US and Britain. Page 30

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Radicals attack Ryzhkov's plans as Gorbachev hints at compromise on Lithuania

Mutiny over Soviet prices

By Quentin Peel in Moscow

THE SOVIET Government was last night facing the unprecedented challenge of a vote of no confidence in parliament, after Mr Nikolai Ryzhkov, the Prime Minister, presented his plans for drastic price rises as the first step in a switch to a market economy.

The move was proposed by the radical minority in the Supreme Soviet, the national parliament, as deputies denounced the Government. Critics said the plan was half-hearted and would raise prices, but delay other reforms.

It came just as the first hint was emerging of a compromise between Moscow and the rebellious republics of Lithuania, after a meeting between President Mikhail Gorbachev and Lithuanian deputies. The Soviet leader was reported to have suggested that Lithuania could be independent in two to three years, if it would abandon its immediate independence declaration to open negotiations.

Mr Ryzhkov, already under sharp attack for his management of the stumbling Soviet economy, proposed sweeping controlled price rises, not only to double state retail prices, while making no real progress towards a market." He called

ON OTHER PAGES

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- Analysis of Ryzhkov's economic reform package... 24

fuel and energy, iron and steel and other industrial products.

However, he insisted that too swift a transition to a market economy would exacerbate rampant inflation and said the move had to be controlled by continued central planning and government regulation.

The plan, as it emerged by Mr Gennady Pilishin, economic spokesman for the Inter-Regional Group of radical deputies, as a camouflaged attempt to double state retail prices, while making no real progress towards a market." He called

for a vote of no confidence at the end of the debate.

Although the radical deputies are unlikely to command a majority for that vote, the whole Soviet government plan could be in real danger of rejection because of the combined opposition of both conservatives and radicals.

Whatever the parliament decides, the swinging price rises proposed are highly unlikely to win popular support in the national referendum now proposed by the Government.

The main criticism from radical deputies, and from many economists, was that Mr Ryzhkov failed to make concrete proposals on any of the institutional reforms to accompany the price rises. In particular, although he promised an anti-monopoly package of legislation, there was no indication of how government ministries and monopoly enterprises would be opened to competition.

The Government is proposing substantial wage increases, as well as special compen-



Mikhail Gorbachev: hints of compromise

sation payments, to offset the price rises, although they will cost only Rba100bn, compared with Rba130bn in increased revenue from the higher prices. The Government argument is that wage subsidies are more efficient than the current very large price subsidies.

In addition, Mr Ryzhkov announced that the ruble would be devalued in the course of the year to reflect a more realistic value against other currencies, although it would remain non-convertible.

The one ray of hope on a bleak day for the embattled Soviet Government was the hint of movement to break the deadlock with Lithuania.

As a Lithuanian official in Vilnius warned that the energy-blockaded republic was facing "industrial catastrophe," Mr Nikolai Medvedev, a deputy to the Supreme Soviet, said there was "a slow, very cautious narrowing of differences."

He told Reuters news agency that Mr Gorbachev will continue to insist that Lithuania accept or suspend its independence declaration of March 11, but that thereafter it might achieve its sovereignty in two to three years.

Israel has reacted with angry defiance to a storm of international protest unleashed since an Israeli gunman killed seven Palestinians on Sunday. Subsequent protests in the West Bank and Gaza Strip have led to the deaths of 16 more Palestinians and more than 300 wounded.

The Government, however, is evidently worried by the US reaction. Mr Baker's statement reflected increasing US frustration with Israel. It was, however, well received by the Palestine Liberation Organisation which has long demanded the dispatch of a UN peacekeeping force in the occupied territories.

Mr Moshe Arens, Israel's Foreign Minister, said he feared the Security Council debate, and next week's Arab summit in Baghdad, could increase instability in the region. He ruled out the deployment of UN observers and said: "I am seriously concerned that those who incite violence would feel encouraged to engage in further acts of violence."

The authorities insist the lone gunman involved in Sunday's shooting was a lunatic who was not acting from any political motivation.

Mr Shimon Peres, the Labour Party leader, warned on his return from a trip to Cairo yesterday that Israel was isolated as never before and the world believed that it was a stubborn obstacle to peace.

Bush's plea for UN observers rejected by Israel

By Hugh Carnegie
in Jerusalem

PRESIDENT George Bush said yesterday that only a renewal of Arab and Israeli peace talks could end the violence in the West Bank and Gaza Strip, as Israel made clear it would not allow UN observers into the occupied territories.

Mr Bush said he was deeply troubled by the escalation of violence, particularly by the killing of children. "I will do everything I can to get the talks for peace going," he said.

Mr James Baker, US Secretary of State, announced on Wednesday that Washington was ready to consider deployment of UN observers if the idea came up at the Security Council debate in Geneva today.

The Israeli Government argued yesterday that the presence of UN observers would encourage, not prevent, further violence in the 30-month-old Palestinian uprising.

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Toyota studies investment in E Europe vehicle plant</h

EUROPEAN NEWS

East German industry has seen the future — and some of it works

By David Goodhart

EAST GERMANY'S top managers stand accused by their workers, and many politicians, of relishing the transition from Communist boss to ruthless capitalist.

A random selection of 12 of them certainly seem remarkably cheerful as they prepare for the hopelessly unequal contest with world markets.

What they reported about their survival chances was far from cheerful, however. Even the strongest and best prepared companies expect to shed at least a third of their workers and face three to four years of heavy losses as their protected markets are ploughed.

From the strongest to the weakest they share several immediate problems: a short-term liquidity crisis including inability to service debt or to pay sacked workers the 12 months' wages they are theoretically entitled to; trade unions pressuring for speedy equalisation of wages with West Germany; for exporters, growing worries about trade with the Soviet Union which may not be the blessing that planners in Bonn had supposed; and for all, but especially the consumer goods sector, the prospect of an immediate 50 per cent-plus loss of market share.

The bosses argue that as



THE CHALLENGE OF UNITY

they have not been allowed the five years needed to adapt to a market system they need generous state support and temporary import controls. However, their collective voice is weak. Only a handful of the senior managers in the 180 Kombinates (industrial conglomerates) have left or retired since the revolution. Despite their experience and knowledge, the remainder have little political credibility.

With the help of (mainly West German) consultants, tax advisers and bankers, most bosses have sketched out a reasonably clear picture of their future chances — at least in the short-term.

Mr Wolfgang Fox, head of the Technical Glass Kombinat

in Ilmenau, in picturesque Thuringia, has worked out that four of the 12 companies in the Kombinat are competitive, five could be after heavy rationalisation, and three will never be.

The 12,000-strong workforce will have to be cut to 7,000 and productivity must rise 60 per cent. Sales will initially fall from 1.2bn East German Marks to DM700m as prices are drastically cut and less competitive areas like bottle production are closed down. Investment will rise from the current level of 2 per cent of sales to closer to the West German level of 7 per cent. Co-operation with the West German glass group Schott, based in Mainz, is expected and after three years Mr Fox should be showing a profit.

Alas, Technical Glass is not typical. Before the East German revolution it boasted one of the best cost structures in the country. And many of the new jobless in Ilmenau will get jobs in the fast-growing Thuringian tourist industry.

Mr Peter Dietze, 37, who has just taken over the country's largest Kombinat, Baumwolle (cotton), based in Chemnitz, is justifiably much gloomier. He reckons over more than half the 65,000 workers will lose their jobs and 90 per cent will not find new ones.

Although the Kombinat has

COMPANY PROFILES:

Baumwolle (cotton): 65,000 workers, 10.6bn Mark sales, 100m Mark debts. Prospects: only a rump will survive.

Textima (textile machinery): 30,000 workers, 3bn Mark sales. Prospects: 20 per cent job cuts, two years in the red.

Aprotek (clothing): 1,200 workers, 150m Mark sales, 120m debt. Prospects: switch to exports, needs debt relief following heavy capital expenditure. Austrian company interested.

Brehmer (printing): 3,300 workers, 250m Mark sales, 90m debts. Prospects: reasonable, after three years' losses.

Schuhe (shoes): 40,000 workers, 90m pairs are sold each year. Prospects: poor; the company will be left with 20 per

cent of home market at most. Chemieanlagenbau Leipzig (chemical plant builder): 5,800 workers, 3.5bn Mark sales. Prospects: no new orders since December.

Fritz Heckert (machine tools): 28,000 workers, 3.7bn Mark sales. Prospects: dependent on Soviet Union.

Technisches Glas (glass): 13,000 workers, 1.2bn Mark sales. Prospects: good, after heavy rationalisation.

Numerik (electronic controls): 2,500 workers, 400m Mark sales. Prospects: over-dependent on East German machine tool industry but Siemens plans to take 51 per cent and eventually 100 per cent.

Verpackung (packaging): 14,000 workers,

3.2bn Mark sales, 500m debts. Prospects: will lose 40 per cent market share, expects 20 per cent job cuts. Technology good, but design needs improving, could be profitable in three years.

Spirituosen, Wein, Sekte (drink): 4,800 workers, 5.5bn Mark sales. Prospects: One good quality soft label and good brandy and vodka are potentially competitive, no chance for wine. 50 to 60 per cent of total market share and half the workforce will disappear.

Planeta (printing): 5,000 workers, 1bn Mark sales. Prospects: among the best in East Germany, 95 per cent of machines exported, 70 per cent to the west. Some rationalisation needed, co-operating with West German group König & Bauer.

they will cease to have responsibility for the social welfare of their workers.

Some areas of lack of competitiveness may be relatively simple to resolve, for example packaging. Mr Friedhelm Binschel, of the wine and spirits Kombinat, says that his brand can compete with West Germany's in quality but not in looks and thus unnecessarily losing market share. He already has a design company from West Germany working for him.

Many of the current top managers will disappear with the dissolution of the Kombinate and many others will not be able to take the pace of the new world. However, the heroic efforts of some managers to keep their companies alive and the improvisation skills learned under years of a command economy suggest others will last the course.

Mr Wolfgang Engel, of the clothing company Aprotek, has found export markets for 80 per cent of his goods next year despite selling only 1 per cent abroad in the current year. And Mr Joachim Leesch, head of the blighted shoe industry, is planning to make artificial bones for dogs.

A feature on the transition problems of German unification appeared on the centre pages on May 21.

Cossiga rebukes Mafia fighter

By John Wyles in Rome

ONE OF Italy's few political heroes, Mr Leoluca Orlando, is struggling to retain his star status after a severe rebuke from Mr Francesco Cossiga, the Italian President, over allegations he made against the Sicilian magistracy.

Mr Cossiga, who is also Italy's chief magistrate by constitutional position, called the state prosecutors from Sicily's five main towns to the Quirinal Palace on Wednesday to investigate the so far unsubstantiated charges.

Mr Orlando, 44, Christian Democrat mayor of Palermo until the May 6 local elections, had alleged that the prosecutors were deliberately holding back from trying the possible authors of four "political" mafia murders over the past decade.

After meeting the magis-

trates, Mr Cossiga issued a statement urging all state institutions to step up the battle against the mafia and saying that Mr Orlando had a moral, political and legal duty to take responsibility for "the grave affirmations" he had made.

Mr Cossiga encouraged the Sicilian magistrates to investigate Mr Orlando's statements as a possible criminal offence.

Observers are still mystified why Mr Orlando turned on the magistrates. He has frequently praised them in the past as loyal allies in his political campaign to convince Sicilian public opinion that a credible battle against the mafia could be sustained by a group of politicians untainted by any connection with it.

After five years of courageous mayoral crusading more

biased towards rhetoric than action, Mr Orlando was handsomely rewarded in the local elections when he won 71,000 personal preference votes, more than a third of the total support polled by the Christian Democrats (DC) in Palermo. He was re-elected as a councillor but a new mayor still has to be chosen.

However, both before and after the elections, Mr Orlando deliberately challenged the authority of the DC's national leader, Mr Arnaldo Forlani, and cheerfully swapped insults with the party's current Prime Minister, Mr Giulio Andreotti.

Mr Cossiga's preliminary conclusions that he had no reason to believe Mr Orlando's allegations are well-founded will only increase the former mayor's political isolation. This could undermine his



Orlando: accusations against Sicilian magistrates

position in arguing that the DC should revise the pre-election coalition in Palermo based on a ragged mixture of Communists, Greens and citizens' groups dedicated to cleansing local politics of mafia influence.

Turkey denies Israel water sale

By Jim Bodogener in Ankara

THE Turkish Government appeared to back away from developing closer ties with Israel yesterday after Mr Ali Bozer, the Turkish Foreign Minister denied the existence of a project that would entail the sale of water to Israel.

Turkey was unlikely at this juncture to follow Greece's example on Tuesday in raising relations with Israel to ambassadorial levels, added senior Turkish Foreign Ministry sources yesterday.

However, "friendly" Arab countries had not yet taken up the offer of a massive water supply pipeline proposed by Turkey, added Mr Bozer.

The \$4bn "peace pipeline" project was first mooted in a furore of publicity in 1988, but dismissed by Gulf countries as impractical politically, and costlier than seawater desalination.

Reports in the press suggested that Turkey would upgrade its relations with Israel in a formal measure following an accumulation of Turkish grievances against the Islamic Conference Organisation (ICO).

The Turkish Government has been annoyed by a Saudi move to defer an ICO foreign ministers' meeting to the second half of July, after the hajj pilgrimage, when it is likely to be dominated by the Iranian-Saudi dispute over pilgrim quotas.

Instead, Ankara is keen to discuss what it regards as the more pressing issues of Palestine and Ceyhan rivers in south-east Turkey.

The proposal by a Turco-Cypriot joint venture would have involved the transport of the water in giant plastic containers. But Mr Bozer said Israel had only been approached as part of a marketing exercise taking in several other countries.

Turkish relations with the ICO were already strained over its alleged indifference during the exodus of ethnic Turks from Bulgaria last summer.

Support from some of the ICO's Arab members for Turkish interests, especially Cyprus, had also disappointed Ankara.

Diplomatic sources in Ankara say that preliminary talks have started between Israeli and Turkish officials on the sale of large amounts of water annually from the Manavgat, Seyhan and Ceyhan rivers in south-east Turkey to Israel.

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EUROPEAN NEWS

Apathy and confusion dominate Polish polls

By John Lloyd

Poland's first free local government elections will be held on Sunday amid strong indications that apathy and confusion will dominate the voters' response.

No one doubts Solidarity will win: the latest opinion poll gives the movement over 56 per cent of the vote, with only 14.4 per cent intending to vote for another party and over 30 per cent still undecided. Many of the latter have also said they will not vote at all.

However, Solidarity is an increasingly tattered umbrella, as groups within it disagree and even oppose each other in some localities.

The dominant Solidarity group, which has established citizens' committees across the country, is left-leaning and anxious to stress that its rule of the town and county councils will mitigate the effects of the "shock therapy" which the Government of Mr Tadeusz Mazowiecki is administering.

It has attracted vocal hostility for being "crypto-communist" (the Communist - now Socialist - Party hardly features at all in the polls) and, especially where it fields a Jewish candidate, it arouses bursts of anti-Semitism.

The elections take place amid maximum political contention. A proper party structure has not yet emerged; the spreading national rail strike poses a severe threat both to the economy and the Government's tough anti-inflation stance; and Mr Lech Wałęsa, the movement's figurehead, has not yet clarified his intentions on the Presidency, from which General Wojciech Jaruzelski will resign soon.

Solidarity, the first of the east European liberation movements to break Communist power, is in some danger of constituting itself as an alternative *souveraineté*, a move which could be accelerated if its nominees win as clean a sweep of the local councils as the polls would indicate.

Its popularity remains higher with middle-aged and older voters, who supported it passionately in the early 1980s. Younger Poles tend to either apathy or extremism.

Soviet 'slide into chaos' threatens European stability

By Robert Maistner, Diplomatic Correspondent

THE Soviet Union appears to be "sliding into chaos", a situation which is creating an unstable climate in Europe and hampering the search for new east-west security structures, the International Institute of Strategic Studies said yesterday.

Events in the USSR have spun so far out of control that there can be no certainty of what the country will look like when, and if, it finally stabilises", the London-based Iiss said in its latest annual Strategic Survey. "Perhaps most wor-

ryingly for the Kremlin, the very existence of the Soviet Union within its borders is in question."

It says the situation in the Soviet Union is inherently unstable and, neither politically nor economically can the country remain as it is. "It must either take several steps forward in its drive for reform, or several steps backward."

The report points out that the growing social and economic hardships suffered by the Soviet people, the lack of any credible means of improv-

ing matters quickly and the new right to express opinions more openly, has proved an explosive mixture. "Without a degree of economic success, the population's rising expectations fuelled by glasnost simply cannot be met."

Even if Mr Gorbachev's gamble succeeds and his reforms finally begin to work, much time will be required before the Soviet people derive any real benefits. But their patience may be running out. The introduction of even partial market mechanisms will

inevitably result in more hardship for some time to come.

"Whether the Soviet people will be willing to accept this, particularly if the distribution of wealth should become even more visibly uneven in the process, is highly uncertain."

The report says the revolutions in eastern Europe and the tensions which are undermining the Soviet empire have overturned the political and security arrangements that have existed since the end of the Second World War.

The framework which lent predictability to existing alliance relationships, both in the east and west, has crumbled leaving an instability which will not be easy to overcome.

All the old structures will have to be reassessed. The western alliance will be obliged to adapt much more rapidly than its members would like to the changes which have called into question its original *rôle*. The Warsaw Pact's effective demise as a functioning military alliance will inevitably alter the rôle of NATO, which no longer has a clear threat to oppose.

Its rôle is likely to be more like that of an insurance policy, no doubt useful, indeed indispensable, but not the factor around which the European "household" will organise its life."

French MPs call for pre-1917 bonds payout

By George Graham in Paris

A GROUP of 84 French MPs has called on President François Mitterrand to raise the fate of French owners of unpaid pre-1917 Russian bonds at his summit meeting with Mr Mikhail Gorbachev in Moscow today.

The group, representing all parties except the Communists, estimates that some FF 2.1bn (£220m) would be enough to reimburse the small investors who still have the bonds, which in 1919 were held by 1.6m Frenchmen.

The French have not forgotten this affair which is anchored in our collective conscience - and not just of the elderly. It is time to relaunch the talks," said Mr Jean-Pierre Delalande, the Gaullist MP who is leading the group.

French interest has been stimulated by the settlement between the Soviet Union and the UK in 1988, in which 545m francs since the Revolution in an Imperial Russian account at Baring Brothers was used to repay a sum of 10 per cent of the face value of Russian bonds. Bonds such as the Black Sea 4% per cent 1913 or the Moscow-Kiev-Voronege 4 per cent 1913 are still theoretically listed on the Paris bourse.

A settlement would present delicate political problems however. Although France did hold 47 tonnes of Russian gold, this was offset against a French Treasury credit in 1963. The Bank of France still holds in its vaults 2.2 tonnes of gold entrusted to it by Lithuania in the 1930s as well as 1 tonne from Latvia, but as these two Baltic republics press for their independence it seems less likely than ever that the Bank would be ready to change its position and cede the bullion to the Soviet Union.

Mr Mitterrand is expected to have other preoccupations during his five hours of talks with Mr Gorbachev at Moscow's Morozov Palace. German unification and the "architecture of Europe" are expected to provide the main topics of conversation.

Disarmament and the CSCE conference due to take place in Paris are also expected to be on the agenda.

Rail strike aimed at government

A SPREADING rail strike disrupted traffic across Poland and blocked key ports yesterday, but the Government refused to make concessions, and talks with four rail unions broke down, Reuter news agency said.

The strike, organised by the Solidarnosc group, which has established citizens' committees across the country, is left-leaning and anxious to stress that its rule of the town and county councils will mitigate the effects of the "shock therapy" which the Government of Mr Tadeusz Mazowiecki is administering.

It has attracted vocal hostility for being "crypto-communist" (the Communist - now Socialist - Party hardly features at all in the polls) and, especially where it fields a Jewish candidate, it arouses bursts of anti-Semitism.

The elections take place amid maximum political contention. A proper party structure has not yet emerged; the spreading national rail strike poses a severe threat both to the economy and the Government's tough anti-inflation stance; and Mr Lech Wałęsa, the movement's figurehead, has not yet clarified his intentions on the Presidency, from which General Wojciech Jaruzelski will resign soon.

Solidarity, the first of the east European liberation movements to break Communist power, is in some danger of constituting itself as an alternative *souveraineté*, a move which could be accelerated if its nominees win as clean a sweep of the local councils as the polls would indicate.

Its popularity remains higher with middle-aged and older voters, who supported it passionately in the early 1980s. Younger Poles tend to either apathy or extremism.

Russians in the Baltics face resentment at 'home'

Christopher Bobinski looks at growing resentment among nationalists of the 'immigrant' population

FEELINGS are stirring, adding to the complexity of the nationalities problem facing the Moscow leadership.

In Estonia, 27.9 per cent of the population is Russian. Uncertain about the attitude of Moscow, the immigrants are, however, vehemently opposed to Mr Boris Yeltsin, the leading reformer, who is calling for a "sovereign" Russian republic.

The Russians, many of whom settled here a generation or more ago, are increasingly uneasy about moves by the two republics earlier this month to follow the example of Lithuania and restore their independence from the Soviet Union.

Lots on Wednesday, Russian workers in Estonia voted to suspend a strike called in protest against the secession movement after an appeal from President Mikhail Gorbachev to return to work.

For many of those involved in the stoppage at more than 20 factories, the dominant motive was anxiety about their future after independence and resentment about the way that native Estonians look down on them. But there was also an undertone of opposition to their own managers and Communist Party officials, some of whom were appointed in the days of Brezhnev.

Nationalism is the driving force behind the Latvians and Estonians in their bid for independence. But among the Russian immigrants, too, similar

problems they face in unravelling the tangle of knots tying them to Moscow.

It is a gigantic task in the over-centralised Soviet Union, where governments in the constituent republics have little more power than a local council in other countries.

But the links are vital to both sides, making a repeat of the blockade Moscow has ordered against Lithuania unlikely in Latvia and Estonia. Factories in both Baltic republics supply key components to the rest of the Soviet Union and any disruption of production would damage the entire economy.

Riga, for example, is the site of the main power switch for the Soviet Union's energy district, including Leningrad, the Soviet Union's second most important city. This leaves Moscow so far unable or unwilling to resort to brute force.

In Tallinn, the Estonian capital, parliament has been going on with its scheduled business voting, for example, earlier this week to transfer control over foreign exchange policy away from Moscow.

At the same time, though over 20 plants throughout the country, staffed mainly by Russians, struck for three days earlier this week, demanding that Estonia's independence legislation be rescinded.

Supporters of Mr Boris Yeltsin turned out for a rally in front of the Kremlin yesterday to support his candidature for the presidency of the Russian federation.

No fewer than 13 candidates were nominated yesterday, including Mr Yeltsin, the most popular rival to Soviet President Mikhail Gorbachev. Quentin Peel writes from Moscow.

The top job in the Estonian federation, the largest of the 15 Soviet republics, could be a key power base in a looser Soviet confederation, with growing demands for greater Russian sovereignty in the system.

The proliferation of candidates is likely to extend and complicate the whole voting procedure in the Russian Congress of Deputies, and could prevent a straight run-off between Mr Yeltsin and Mr Alexander Vlasov, who is the current Russian premier and is backed by Mr Gorbachev.

Haka Corporation - Building on Intelligent Alliances



Pertti Naulapää, President and CEO of Haka Corporation.

The Haka Corporation is the largest construction company and general contractor in Finland. The company was founded 51 years ago primarily to build the athletes' village for the Olympic Games that should have been held in Helsinki in 1940. The war intervened and the Helsinki games had to wait until 1952, but Haka still built the village. Today, the company's proven ability in construction extends over an impress-

ive range that includes housing and complete residential areas, public and commercial buildings, hotels and recreational projects, shopping centres, office facilities and major industrial complexes. Added to those types of construction is a battery of skills in harbour construction and maintenance, dredging and piling, underwater blasting and foundation engineering, wastewater treatment plants and underground excavation.

Funding perestroika

In the late 1970s Haka entered a period of expansion with the acquisition of approximately 50 Finnish building companies. They were merged with their new parent company, thus giving Haka a nationwide presence. Back in the early 1970s Haka had already started working in the Soviet Union on construction of the forest industry complex at Svetogorsk. Haka got to know the people, the customs and the conditions and today western clients increasingly rely on Haka's knowledge of the Soviet market. The biggest Soviet customers have been the Ministry of Railways and the Ministry of the Electronics Industry. Haka's President and CEO, Pertti Naulapää, explains that the corporation decided to develop its operations in the Soviet Union after recognizing at an early stage the long-term potential of the market there. Consequently, Haka has for two decades been active in the Soviet construction sector and currently has three joint ventures in the Soviet Union.

A Soviet-Finnish-American partnership and more

Cooperation with Soviet Railways began in 1982 with the construction of a repair workshop for railway cars. Haka then formed an engineering group which concentrated on solving problems in rail communications. One such problem was that Soviet Railways were unable to fully unload their rail tankers wagons carrying chemicals and petrochemicals. As much

as 30 per cent of payloads could not be discharged and some chemicals solidified at the bottom of the tanks. Haka joined forces with Transico Industries Inc., a US company interested in selling its patented Uni-Temp heating system that proved ideal for re-liquifying the solidified chemicals. The Soviet-Finnish-American joint venture, named Sovfinamants, was formed. Haka retrofitted the Soviet wagons with the American heating system, together with pumping equipment, thus making it possible to discharge the liquid cargoes completely. The success of the operation won the praise of the newspaper, Pravda, and the satisfaction of Haka, Transico and the Soviet Ministries of Railways and Petrochemicals. Haka's joint venture, Filco, based in Leningrad, was established to build production plants and homes in the Leningrad region and in Sovier Karelia. Haftekstro, another Haka joint venture in the USSR, specializes in the construction and fitting out of production plants for high-tech industries. The joint venture grew out of Haka's success in building a video recorder factory at Voronezh in 1987. Last year Haka's turnover from business with the Soviet Union was roughly USD 100 million.

Fruitful cooperation in the United States

Haka divides its foreign operations into three profit centres covering the Soviet Union, Europe, and the USA. All three are making a profit, states

Pertti Naulapää. About 18 months ago Haka bought 30% of the shares of the DeMars Corporation, an Indiana-based construction company with an annual turnover of USD 360 million. Haka and DeMars recently established a new joint company, DeMars Haka Development Inc., which specializes in real estate development principally in Indiana and the surrounding states. Haka has a 51 per cent stake in the company. "DeMars has been an excellent partner," says Naulapää. DeMars is a specialist in construction management while Haka's greatest strength is in building technology.

Europe, sunny south to snowy north

In Europe, Haka has been particularly active in Hungary where the latest project is the construction of the Hotel Helia in Budapest. The Hotel Helia is the result of a joint venture set up between Haka and four Hungarian partners. Haka has also been busy in East Germany and believes in the future business potential of that country. In Spain, Haka has made an agreement with Haca Huarte S.A., one of Spain's top three construction companies, on the formation of a joint company named PRO-3H which will concentrate on real estate development and projects for institutional investors. In Sweden and Norway, Haka is mainly active in marine construction, including harbour installations and underwater rock blasting, a Haka speciality.

The Integration Challenge

Pertti Naulapää believes that European economic integration will completely change the competitive situation in Finland, even if the country does not become a member of the EC. He points out that today the construction business in many countries, including Finland, remains stubbornly protected by legislation governing standards and norms. That situation is changing and Haka anticipates that free competition will come to Finland, too. "We know, for example, that Swedish companies are actively looking for partners in Finland," says Naulapää. Finland is still a promising market for construction, with the comparatively high figure of 15-16% of GNP being spent on construction. The construction sector is expected to continue growing by 1.5-2% a year for the foreseeable future. Naulapää predicts that Finland, Norway and Sweden will become an open market and says that Haka must remain strong to meet the challenges of deregulation. As far as the Soviet Union is concerned, Naulapää states that Haka still has a competitive advantage there due to its organization, resources, contacts and experience. These are assets which are attracting European and American companies to seek cooperation with Haka.

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WORLD TRADE NEWS

PepsiCo urges US to let India off the hook

By K.K. Sharma in New Delhi

PEPSICO International has urged Mrs Carla Hills, the US Trade Representative, to drop threatened sanctions against India under the Super 301 provision of the US Trade Law.

PepsiCo, which yesterday launched its cola soft drink in India under the brand name, "Lehar", told Mrs Hills it considers Indian conditions suitable for foreign investment and therefore opposes trade sanctions.

India is now the only country named under Super 301 and faces possible sanctions next

month because of what the US considers unfair restrictions on foreign investment and trade.

PepsiCo opposes sanctions despite having taken more than three years to win approval for its business package in India after intense government and public scrutiny.

Mr Christopher Sinclair, president of Pepsi-Cola International, said the PepsiCo joint venture with Punjab Agro Industries Corporation and Voltas, a Tata company, had to face more than 20 parliamentary debates and 15 committee

reviews under two governments.

The PepsiCo package for its soft-drink concentrate plant involves setting up of a fruit and vegetable processing plant in Punjab with a heavy export commitment. The company has agreed to generate exports equal to 50 per cent of its turnover and also that the foreign exchange inflow would be five times the outflow.

The package was approved last year by the Rajiv Gandhi government after protracted negotiations. It was reviewed

by the new V.P. Singh government following opposition to it by Mr George Fernandes, Minister for Railways, and finally won approval a few weeks ago.

Despite the hurdles the company has faced in India, Mr Sinclair maintained PepsiCo has a major commitment for expansion of its investments and business in the country. He considers this significant because the PepsiCo package is seen as the "most visible symbol in India's attitude towards foreign investment".

The Pepsi Cola drink is

being marketed under the name of Lehar because the Indian government discourages foreign companies from using their international brand names since these would give them an advantage over their Indian rivals. Lehar is at present being marketed in three towns but PepsiCo plans to sell its entire range of soft drinks all over the country. Investments to be made by both partners are estimated by the company to reach Rs18bn (600m) in the next 10 years.

Mexico set to open free trade talks with US

By Richard Johns in Mexico City

PRESIDENT CARLOS Salinas de Gortari has won approval from Mexico's upper house, the Senate, to open talks with the US on a free trade agreement.

Formal announcement of a start to the talks is expected to be made when he visits Washington next month.

The Senate, dominated by the ruling Institutional Revolutionary Party, backed the initiative after holding meetings with business and labor leaders. It rejected any moves implying loss of sovereignty.

The Senate also stressed the need to finalise an economic framework agreement with the EC to give commerce with the Pacific basin high priority, and to strengthen relations with the Latin American Integration Association.

Mr Salinas's initiative follows pessimistic conclusions he drew during a visit to western Europe in January about the implications for Mexico of economic integration in 1992 and the preoccupation with democratisation of East Europe.

Mr Miguel Angel Toros, Mexico's chief trade negotiator, calculated that a free trade agreement with the US would generate 500,000 jobs a year.

The private sector is generally in favour of free trade with the US, although Mr Luis German Caro, president of the National Confederation of Chambers of Industry, believes too-rapid adoption of free trade would harm Mexican industry.

Brussels warns telephone body

By Hugo Dixon in Geneva



French delegate Jean Baptiste Main de Boissiere (left) with Earl Barbely of the US in Geneva yesterday

world were being overcharged more than \$10bn a year for international calls. The cartel practices enshrined in the CCITT's recommendations are partly responsible for the excessively high prices. Study Group 3 is divided into two rival camps.

It is a mark of the Commission's increasingly tough line on anti-competitive practices in telecommunications.

Mr Jean Baptiste Main de Boissiere, head of the French delegation, described the Commission's intervention as 'inopportune and questionable'. He said that the heads of most of the delegations to the CCITT were officials from government ministries and that the Commission should not be interfering.

The meeting has been called to revise the CCITT's notorious D-series of recommendations which are designed to protect public phone companies from competition by private networks.

■ Contel Cellular of the US yesterday announced it had signed a joint venture agreement with Hungaria Telekom

to design, build, and operate a national cellular telecommunications system in Hungary.

This joint venture, to be named Contel Hungaria, will be owned 50 per cent by Contel Cellular and 50 per cent by the private Hungarian partners within Hungaria Telekom.

Contel Hungaria has received an operating concession from the Hungarian government for 15 years with a five-year renewal option. The operating concession for cellular service is one of the first concessions that the Hungarian government has granted to a private company in more than 70 years.

The new Contel Hungaria cellular system will be the first national cellular system in Eastern Europe. The system will be designed to provide cellular service to at least 50,000 subscribers by 1993 and eventually to all Hungary's 10.6m people.

■ Contel Cellular of the US yesterday announced it had signed a joint venture agreement with Hungaria Telekom

Japanese place \$8.5bn order for Boeing 747-400

By Robert Thomson in Tokyo

JAPAN AIRLINES has ordered 20 Boeing 747-400 aircraft, with options on another 34, in a deal worth up to \$3.5bn.

The purchases reflect JAL's expectations of increased flight capacity from Japan with growth of airport facilities from 1993, and the ageing of its fleet of 52 conventional 747s. General Electric engines have been chosen for the company's entire 747-400 fleet.

JAL said: "We anticipate that demand growth is going to be about 6 per cent for the rest of the decade, and from 1992 or 1993, there is going to be a big increase in airport capacity in Japan. To keep market share we have to have more aircraft as well as buying replacements."

Airport capacity will be increased by expanding at Narita, increased by expanding at Narita, and at Haneda near Osaka.

Telecom groups bid for Warsaw contract

BRITISH TELECOM is making its first foray into eastern Europe as part of a consortium organised by Telwest, the Spanish telecommunications utility, which is bidding to provide a mobile telephone system for Warsaw, Warsaw Chamber of Commerce, Industrial Edition.

The consortium, which includes Ericsson, the Finnish utility, plans to extend the service to about 1m users in all the main towns five years after its launch.

Moscow scrambles to redeem credit rating

Peter Montagnon examines Soviet moves to clear the confusion over delayed trade payments

AFTER MONTHS of stalling over its delayed settlements on imports from the west, the Soviet Union seems to be moving to restore its tattered reputation for prompt payment.

In an FT interview this week, Mr Anatoly Nosko, a director of the Soviet Bank for Foreign Economic Affairs, said measures had been approved to deal with the problem that has plagued a wide range of Western businesses from Australian wool exporters to European chemical manufacturers.

Banks familiar with Soviet trade finance said the move was a start - "better than total silence from the centre," said one - but that it had raised expectations which now have to be fulfilled. Among the measures promised by the Soviet Union are priority for delayed payments, efforts to boost exports to realise foreign exchange and a reordering of import priorities.

There are no reliable estimates for the total delays in payments. Some Western estimates have put them as high as \$1bn to \$2bn and it has been clear that they were beginning seriously to affect Soviet trade with the West.

Last week Japanese trading companies said they were halting supplies of steel pipe to the Soviet Union. This week it was disclosed that Italian companies were holding up a wide range of contracts worth between lire 10,000bn and lire 15,000bn.

Trading of Soviet paper in the specialised "forfait" market, where the country traditionally raises much medium-term trade finance, has all but dried up. Banks say it is no longer possible to quote a firm rate on the paper, though some quote an indicative Soviet premium of between 5 and 6 per cent. Exporters who had previously sold for cash have been seeking irrevocable letters of credit cover, putting further strain on the country's borrowing capacity.

According to the Soviets, the main problem has been the proliferation of enterprises which have been newly authorised to conduct foreign trade bureaucratic uncertainty. The more optimistic exporters believe the problem could be resolved as early as the end of June. "It's much easier to centralise in the USSR than to decentralise," said one.

Yet some of the delays have been run up by traditional importers who have been trading with the west for years.

Coupled with the fact that the Soviet authorities have now proposed broad-ranging measures, this suggests that the problems may run deeper than just bureaucratic inefficiency.

An import spate, declining domestic production in the wake of economic reform and the nature of some of the Soviet Union's own clients in developing countries to pay their bills on time are all

thought to be factors which have squeezed its hard currency financial flows.

This would explain why part of the solution has been to boost exports and to re-order import priorities. What is clear is that the Soviet Union, which already has gross debts of some \$51bn, does not wish to get round its present difficulties by adding to its foreign borrowing.

Given its low manufacturing output, the most obvious way for the Soviet Union to increase its export earnings over the short term would be to step up sales of oil.

Large sales of gold would quickly disrupt the market, and dealers say there has been no evidence of them. But according to the International Energy Agency, oil sales rose by 400,000 barrels a day in March over February, a far larger increase than the normal seasonal gain.

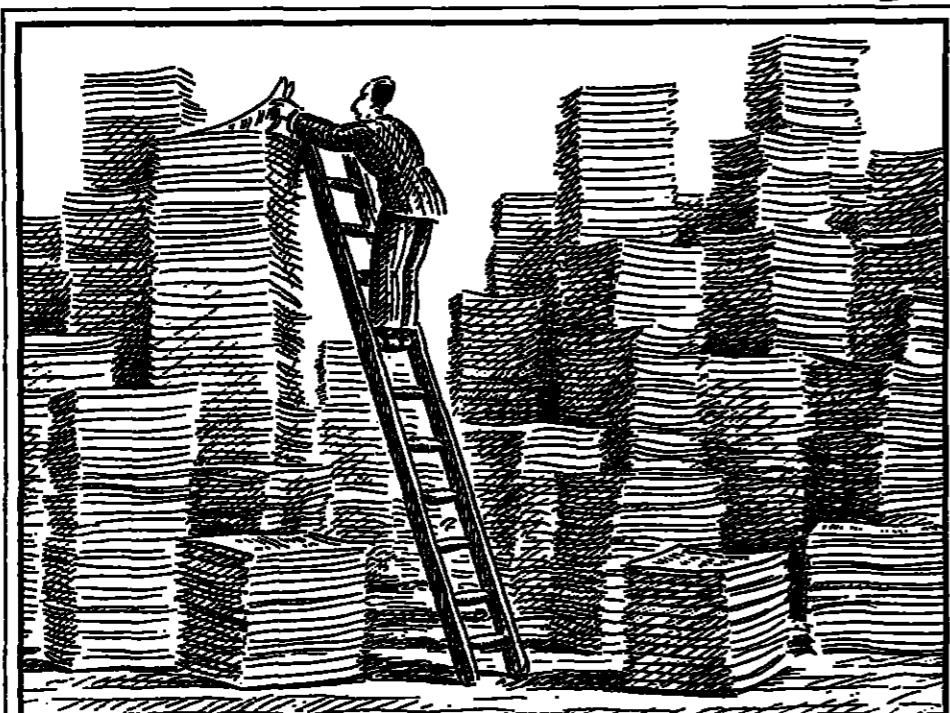
The increase seems to have been sustained into April, though some experts believe that the cost of such heightened activity in western markets may be reduced supplies to the eastern Europe.

Soviet trade experts add that the reordering of import priorities may affect supplies of machinery and equipment rather than politically-sensitive consumer goods.

Meanwhile the pressure on the Soviet Union could mount after the annual meeting in Italy next week of the Berne Union, which groups 40 export credit agencies from 32 nations. Though they themselves are suffering delays on only \$100m to \$200m of debt and are far from seeing the need for any formal rescheduling, they are concerned enough to consider a collective approach to the Soviet authorities.

One purpose would be to seek a way of reinforcing the Soviet political will to clear up the problem. The other would be to ensure, in the wake of the payment confusion, that payment guarantees that do receive from the Soviet Union in future would come from entities in a position to live up to them.

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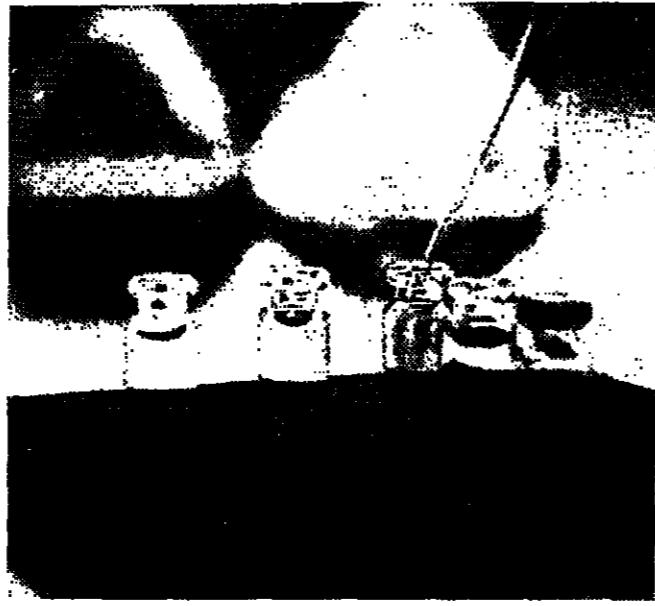
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AMERICAN NEWS

Crossed lines over privatisation

Gary Mead looks at the problems for Argentina's telecom investors

Mr Ricardo Zinn deserves a medal: instead he will probably receive a volley of old vegetables.

In Buenos Aires the only real sin is to point out that the emperor has no clothes, which is precisely what Mr Zinn did when, on April 4, he resigned as government adviser on the privatisation of Entel, Argentina's state-run telephone company.

"To invest in Argentina is to run a very high risk because the rules are changed every two or three months," said Mr Zinn when he handed in his notice.

He left in high dudgeon because President Carlos Menem has decided to cave in to Peronist party pressure, and substantially alter Entel's privatisation conditions.

Mr Zinn is hardly a neutral figure in the dispute; he was responsible, along with Ms María Julia Alsogaray, Entel's administrator, for drawing up the original sale terms.

Mr Zinn and Ms Alsogaray have been overruled, much to the chagrin of banks and those half-dozen foreign operators interested in buying the 50 per cent of Entel available.

Mr Zinn's departing comment is hardly news to those foreign companies which run the gamut of Argentine legislation and sharp practices in order to invest in a country which has scarcely climbed out of political and economic instability.

But he deserves respect for daring to say openly what most Argentine politicians prefer to disguise - the biggest problem anyone faces in Argentina is that government changes the rules, often, and without much consideration for those already ensnared in the game.

In the case of Entel, the rules were changed with less than a week to go before the so-called "pre-qualification" date, of April 5, when those



Carlos Menem: perennially changing the rules

companies which had spent \$20,000 on buying the sale documentation confirmed their interest by requesting the full details of the company and its privatisation.

Seven foreign operators are in the race for purchase of the documentation, including STET (Italy), Nyrex (US), GTE (US), Cable and Wireless (UK) and Telefónica (Spain).

June 28 is fixed as the deadline by which the successful bidders will be announced: those fortunate to have struggled through to that point will find themselves owners of Entel north or Entel south.

Of the remaining 40 per cent of the shares, 30 per cent are to be traded on the Buenos Aires stock market and 10 per cent put in the hands of Entel employees.

By October 8, the new owners will be able to take possession - unless the dates and rules are changed again.

There are two essential

changes to Entel's sale, involving guaranteed profit levels and the amount of debt-equity exchange required.

Under Mr Zinn's plan, new owners were to have been guaranteed annual profits of 16 per cent on the net asset value of \$3.5bn of the whole of Entel.

The reworked terms stipulate a guaranteed profit of 16 per cent a year on the lower figure of \$1.5bn, fixed by the government as the value of the 60 per cent of Entel to be bought by the two successful bidders. That alteration means a reduction in profit of roughly \$200m (\$100m each for Entel north and south).

Under the Zinn plan, there was no fixed minimum placed on the amount of debt-equity swap; there was simply the implication that the operator which offered more debt for its equity would be favoured.

Now the Government has fixed a minimum amount of \$3.5bn for debt-equity

exchange, the net asset value of Entel. The apple-cart has been upset, and foreign bankers in Buenos Aires are cross.

"Do you know what the implied conversion rate for Argentine debt is now that the rules have changed?" asked one irate banker. He continued: "the rate on the secondary market is less than 12 per cent. With the changed rules for Entel, the conversion rate the Argentine Government is asking for is 15.7 per cent."

"That's an appalling deal for bankers, but they still probably have us over a barrel, since what else are we going to do with the debt except try and get some equity for it?"

If bankers are annoyed, Entel customers are currently tearing their hair out in frustration. Telephone bills have gone up by 2,400 per cent since the start of the year.

The last increase, which in some cases amounted to 433 per cent, was overturned at the last moment, after mass consumer protest, though bills delivered still included the increase.

This was compounded by a telephone workers' strike and pickets outside Entel offices. Some bills were delivered, but others delayed.

However, customers failing to pay their bill within one week of delivery faced an automatic increase of 10 per cent. A second week's delay and the punishment went up to 20 per cent.

Foreign telecommunications operators once looked on the Entel sale as an interesting proposition.

But leaving aside the problem of how any new foreign owner could begin to sort out the Byzantine corruption among Entel's 45,000 employees, the privatisation is now very tarnished by what is a long-standing problem with Argentine governments - unreliability when it comes to sticking to the rules.

Chilean projects expected to total \$19bn

By Nancy Dunne in Washington

PROJECTS on the drawing board or under construction in Chile are expected to total \$19.7bn in new investment between 1990 and 1995 and to bring new growth to regions outside the nation's metropolitan areas.

According to a new survey, conducted by Chile's independent Committee of Foreign Investment, most of the 442 projects are planned by the private sector with 60 per cent designed to boost foreign trade.

The survey was presented at a recent investment opportunity conference in Santiago, attended by 250 foreign and 450 Chilean companies.

Also in attendance was President Patricio Aylwin Azocar, who assured the businessmen that Chile's economic policies would remain unchanged under the new administration.

The largest number of the planned new projects, 63.6 per cent, will be jointly owned by foreign and Chilean companies. Almost 20 per cent are planned by foreign

companies, 15.2 per cent by the government, and the rest joint public and private enterprises.

The new operations include: a cellulose plant, a newspaper factory and a port near Puerto Montt in Chile's Region 10; a \$350m hydroelectric plant to be developed in Region 8; and a \$140-\$150m cathode copper facility in Region 1.

Mr Roberto Chadwick, a Washington consultant who assisted the conference organisers, said the survey demonstrates the decentralisation process underway within the nation's economy.

Each of Chile's 13 regions will receive a share of the new investment flows, adding a minimum 16 per cent to each one's economic base.

In seven of the regions, new investment could total more than 60 per cent of their current local gross domestic products. If the plans are fulfilled, the cities, in which investment has in the past been concentrated, will get no more than 14 per cent of

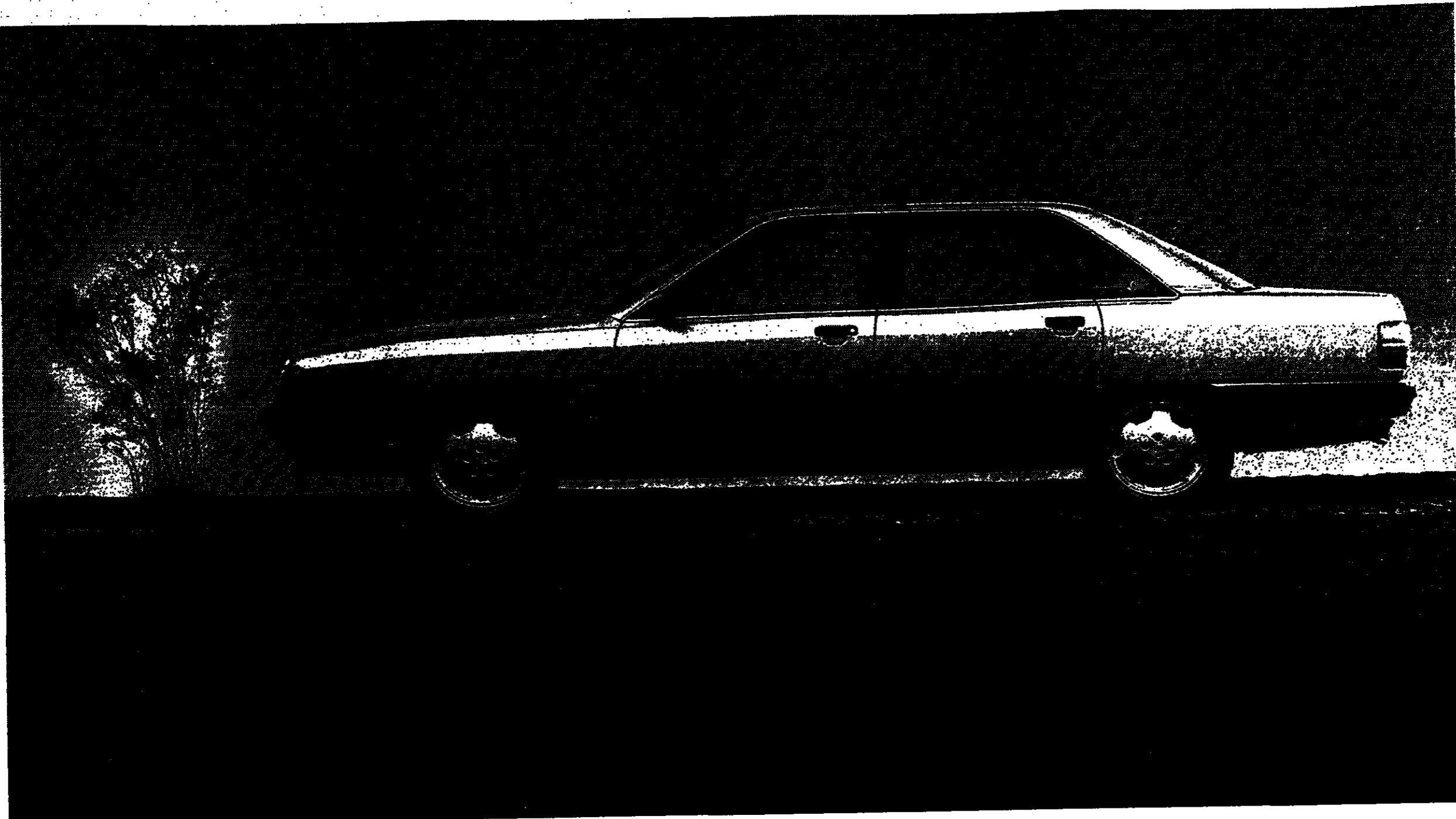
the nationwide investment flows.

The planned investments are concentrated mainly in five areas: with mining taking 27.5 per cent of the total; industry, 26.6 per cent; energy, 25.2 per cent; telecommunications, 4.2 per cent; and infrastructure, 5.4 per cent.

Only some public sector projects, directly linked to exports and infrastructure, were included in the study. Plans for the development of the financial services area were also excluded.

Although most of the spending is targeted towards traditional sectors, the survey also indicates a change in the composition of exports towards non-copper products and more sophisticated products, like software, Mr Chadwick said.

Mining products will remain Chile's main export source for many years in the future. However, agricultural-based and seafood products have tripled in the decade, while industrial exports more than doubled in 1984-85.



A critical appraisal of the Audi 100 Turbo by a bog myrtle.



To a bog myrtle the fact that an Audi 100 Turbo can reach 60 mph in 7.5 seconds, or achieve 134 mph on a German autobahn, or is fitted with ABS as standard is largely irrelevant.

However, one aspect of the 100 Turbo that is of interest to the bog myrtle is the 3-way catalytic converter now fitted as standard in all Audi cars.

The converter removes up to 95% of toxic pollutants from the exhaust's gases. These include deadly carbon monoxide, unburnt hydrocarbons and oxides of nitrogen which contribute to photochemical smog and to the phenomenon we now call 'acid rain.'

The bog myrtle is a wonderfully fragrant shrubby plant. Originally, before hops became popular, it was used in the making of beer.

It flourishes in bogs, fens and wet heaths. Predominantly in Scotland, often around the edges of lakes.

Its existence is a finely balanced affair. A slight increase in the acidity levels in rain and it may disappear forever.

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VORSPRUNG DURCH TECHNIK.

UK NEWS

Conservatives say programme is 'littered with spending pledges'

Labour launches policy package

By Michael Cassell, Political Correspondent

BRITAIN'S opposition Labour Party yesterday launched its "agenda for government", with the leadership making a determined effort to play down any early prospect of tax cuts or increases in public spending if the party wins power.

Mr Neil Kinnock, the Labour leader, placed the emphasis firmly on economic prudence and attempted to fend off government accusations that Labour remains a high-spending, high-taxing party. Mr Kinnock's warning that the Government would try and "pin huge spending commitments" on the party materialised at once, with ministers roundly on Labour's proposals.

Mr Norman Lamont, the Chief Secretary to the Treasury, echoed ministerial colleagues in claiming that

Labour's plans to introduce a bottom rate of income tax of below 20p are likely to be delayed until after an election victory.

Mr Kinnock, however, said that plans to raise taxes for the highest wage-earners would yield about £2bn in additional revenues in the first year.

The document, which will go to this autumn's annual conference for approval, confirms Labour's conversion on a series of issues. It formally abandons unilateral nuclear disarmament in favour of negotiated arms reductions, while accepting the role of the law in the workings of trade unions.

Mr Kinnock also confirmed Labour's readiness to embrace the markets, although he stressed that his party would be "working with the market

and not worshipping the market".

A central theme of Labour's proposals is a new partnership between public and private sectors, with private finance joining the government in major joint ventures.

Mr Kinnock said Labour's anti-inflation strategy would involve early entry into the exchange rate mechanism of the European Monetary system, restrictions on bank lending and lower interest rates.

Labour has abandoned its plan to fully employ and rejected the idea of an incomes policy. It will create a number of regulatory and supervisory bodies to monitor a range of economic and environmental activities.

Banks campaign for tax relief on debts

By Stephen Fidler, Euromarkets Correspondent

BRITISH banks have made advances in a campaign to reverse what they see as undesirable treatment of tax relief on third world loans proposed in this year's budget.

Amendments have been tabled to the 1990 Finance Bill. The bill, as originally proposed, would restrict the tax relief available to banks disposing of third world debt at a loss.

Under the proposals outlined in the budget, banks selling their debt at a discount will be forced to spread out the tax relief they can claim over a number of years. Under current rules, they can claim tax relief for the year in which

Output fuels fears of British inflation

By Rachel Johnson

MANUFACTURING output underwent an unexpected recovery in March, according to figures released yesterday. This is another indication that the UK economy is not slowing down quickly enough to warrant early reductions in inflation and interest rates.

The Central Statistical Office announced that manufacturing output - which had slowed sharply over the past year - rose by 1.7 per cent in March when the City was expecting output to be flat.

Wednesday's trade figures showed resilient domestic demand in the shape of rising imports. The latest economic news appears to complete the

picture of robust demand so far passed this month by strong retail sales and rapid expansion in the money supply.

A rise in the annual increase of unit wage costs from 6.5 per cent to 7.8 per cent in the three months to March confirmed the presence of inflationary pressures in the economy. Wage settlements around the 10 per cent mark are expected to lift unit wage costs even higher in coming months.

The figures also showed earnings continued to rise without being matched by productivity gains. Productivity in manufacturing was rising at a rate of just 1.1 per cent a year in the first quarter.

Metro are operating, but these are railway systems. No street-running tram system has yet been built.

The main obstacle is the same as the one that saw the tram's demise: cash. Infrastructure costs are usually too big for tram schemes to be viable, so local authorities need Government aid.

The Government, however, requires a degree of private sector involvement in the schemes. Local authorities therefore find a consortium to build and run the line, deduct the payment for running rights from construction costs, and

ask for a Government grant to cover half what remains.

Only Manchester has won one of these grants. Last year the Department of Transport agreed to pay £40m-£45m towards the £110m cost of the first Metrolink line between Bury and Altrincham, passing through the city centre streets. Work on the line has now started - but only after a three-year wait for the cash.

The main reason why grants aid for light rail systems is slow to come through is that the Transport Department has no budget for them. If a scheme is approved, it then has

to go to the Treasury as a candidate for possible inclusion in future public expenditure.

But getting an application through the department is no joy-ride. If a local authority wants to build a road, the scheme attracts a grant if its cost is outweighed by benefits to users - notably, by savings in journey times. Light rail schemes, on the other hand, only attract funds if the capital costs are outweighed by the value of non-user benefits such as relief of road congestion.

What local authorities want to see is something more akin to the Continental system where public and private transport schemes are assessed on a comparable basis, leaving regional or local governments to decide which is most appropriate to their needs. The result of this policy is that half the cities in Western Europe with populations over 600,000 have some form of tram or light rail system.

The Department of Transport's argument is that the user benefits of rail schemes should be paid for through fares, while no mechanism exists for charging car and lorry drivers for the use they make of a new road.

But the Association of Metropolitan Authorities, a persistent critic of the Government's attitude towards light rail schemes, suggests the department's differing assessment methods is undermining local authorities' ability to implement transport policies.

Mr Phil Evans, the association's secretary, says: "If a local authority puts up a package to the Department of Transport consisting of a mix of highways and public transport, the road proposals go to one bit of the department and the public transport proposals go to another. It is impossible to get a balanced response from the department."



Ridley apology for blunder

Mr Nicholas Ridley, secretary of state for trade and industry, yesterday apologised for the blunder which led to a distorted market in the shares of retail groups Kingfisher and Dixons on Wednesday morning.

At the same time the DTI said that it was prepared to consider claims for compensation from shareholders who lost money as a result of the mistake.

A Monopolies and Mergers Commission report recommending Mr Ridley to reject Kingfisher's bid for Dixons was put on sale by mistake by Her Majesty's Stationery Office ahead of any general announcement to the stock market.

Ecco chain moves to UK

Job opportunities for people over 50 are to be a special feature of a chain of employment agencies being developed in the UK by Ecco, the French-owned employment agency, financial services and industrial cleaning group.

The initiative, called Age Works, is being developed by Ecco in a joint venture with the Association of Retired Persons, a 60,000 strong French lobby organisation representing retired people around the country.

BR to lose postal contract

The Post Office plans to stop using British Rail to transport mail at weekends after BR failed to meet performance targets.

By using trucks instead rail, the Post Office expects letters and packages will arrive at sorting offices in some cases as much as 12 hours earlier.

The move is a blow for BR which has a five-year contract worth between £200m-£250m to transport mail for the Post Office.

N Ireland talks 'encouraging'

Mr Peter Brooke, Northern Ireland secretary, yesterday won further encouragement in his efforts to start talks on the province's political future from the mainly Roman Catholic Social Democratic and Labour Party.

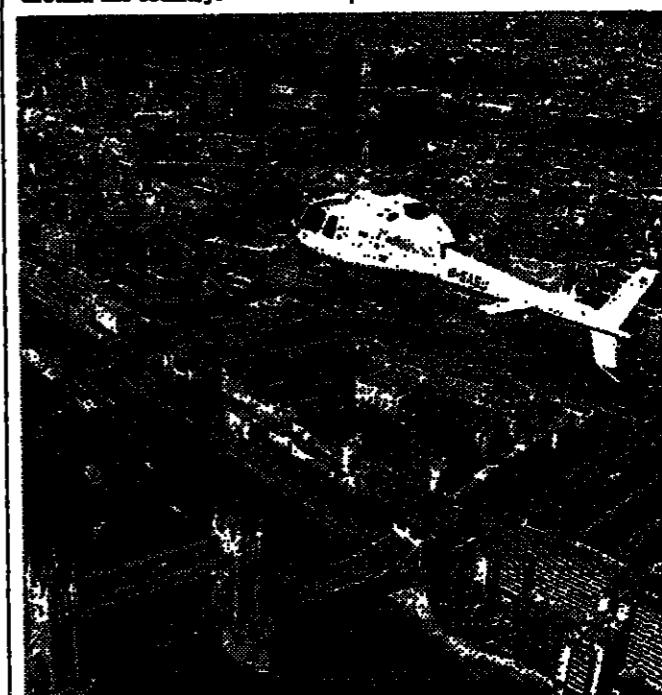
Speaking after a two-and-a-half-hour meeting in London, Mr John Hume, SDLP leader, said Mr Brooke had put forward proposals for a series of talks on "all aspects" of the Northern Ireland problem. His proposals were "very encouraging".

Coming after the broad support offered to Mr Brooke by Unionist leaders after a similar meeting on Tuesday, his reaction suggests Mr Brooke has made significant progress towards striking a deal to start talks.

MPs clashed yesterday over the need for a heliport sited on the banks of the River Thames in London similar to the one sited on New York's East River.

The proposal for a heliport sited on the north bank of the Thames between London Bridge and the Cannon Street railway bridge was described as "absolutely bat**y" by Conservative MP Mr Toby Jessel. He questioned the safety and environmental effects of a heliport next to a main commuter railway station. But another Conservative, Mr Anthony Nelson, said a heliport was essential if the City of London was to remain one of the world's leading financial centres.

Mr Colin Moynihan, junior environment minister, refused to comment on the merits of the proposal because of the quasi-judicial role of his ministerial chief, Mr Chris Patten, the Environment Secretary. He said the proposal would be the subject of a public inquiry which would begin in October.



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Britain hints at review of policy on aid budget

By Peter Montagnon, World Trade Editor

BRITAIN should take a fresh look at the desirability of tying its overseas aid budget to the procurement by developing countries of British goods and services, Mrs Lynda Chalker, Aid Minister, said yesterday.

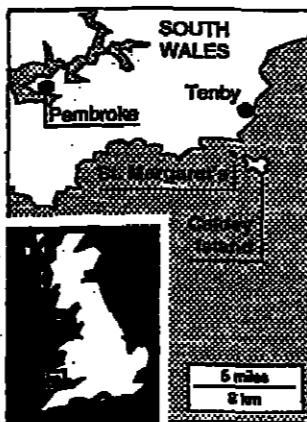
Acknowledging that this was a "very political" issue for industry, which currently receives some \$700m worth of aid-financed business a year, she said untying these funds could produce better value for money and might bring net benefits to Britain if it was part of a concerted international move to do the same.

Though couched in tentative language, her remarks seem calculated to fuel controversy in industry, which is already alarmed over the prospect of declining support from the Export Credits Guarantee Department.

With a total budget of £1.6bn, Britain spends much less on aid than other European countries such as Japan, France and West Germany.

Lynda Chalker

With a total budget of £1.6bn, Britain spends much less on aid than other European countries such as Japan, France and West Germany.



Tide is set to turn for Welsh island tax haven

By Alison Smith

TWO small islands and a community of 50, including 14 Cistercian monks, have been put on the map by a House of Commons committee.

Caldey and St Margaret's Islands off the Welsh coast of Pembrokeshire had been missed off the register to pay the community charge, the controversial new local government levy which has been the source of the Government's

recent fall in popularity.

Mr David Hunt, the Welsh Secretary, had unaccountably left to Mr Wyn Roberts, his deputy, the task of explaining the legislation to the islanders.

Mr Roberts said that as St Margaret's island was uninhabited he would, "in the interests of brevity," refer to both islands simply as Caldey.

The minister said that an ancient anomaly meant that

the islanders were not strictly part of the local, parliamentary and European parliament electoral systems. Thus until the error had been spotted they had been able to vote but not to pay the South Pembrokeshire poll tax of £188.

In correcting what was "probably in contravention of the European Convention on Human Rights" Mr Roberts insisted that he had gone as far

as he could to meet the islanders' desire for independence.

Mr David Harris MP, wanted to be sure the Caldey islanders would pay the full charge, despite the range of services they did not receive. He had to reassure his "off-island" constituents in the lesser Scilly Isles, in the Atlantic, that they were not missing out by having to make up for the lack of poll tax and business rates from the islanders.

But Labour MP Mr Gareth Wardell feared that South Pembrokeshire was missing out on the extra tourist revenue that would result from leaving Caldey as a "poll tax haven".

Imagine the tourists coming to see the smiling residents free from the yoke of the tax, he urged. They would more than make up for the lack of poll tax and business rates from the islanders.

Concern at European intervention on monopolies

The head of Britain's mergers watchdog discusses its role in a changing environment, writes Robert Rice

ONE of Mr Sydney Lipworth's concerns about the European Merger Regulation is that the thresholds for triggering European intervention have set too low.

As has been mooted, they would in time be come down even further if it would be a shame, he says, because it would obviously reduce the amount of work handled by the Monopolies and Mergers Commission. The South African chairman of the MMC "likes being busy".

Which is just as well because the workload of the Commission has risen dramatically over the last two years. References to the MMC were running at about 13 a year between 1988 and 1989. But in 1989 the number leapt to 30. Already this year there have been 17. In 1988 the Commission completed 15 reports, in 1989, 24 and 11 in the first four months of this year.

In April, in an official statement on competition policy, Mr John Redwood, Corporate Affairs Minister, re-emphasised that preserving competition should be the sole criterion of monopolies and mergers policy. His comments were seen as reflecting concern within the DTI that the Government

should do more to see that this criterion was being rigorously applied, particularly in relation to small and medium sized companies.

Mr Lipworth rejects the suggestion that the average change of "politics" has been responsible for the Commission's increased workload or that the Commission is being overburdened with trivial references of small mergers in niche markets.

If you look at the references the Commission has dealt with, the reasons for the increase are obvious, he says. There has also been an increase in merger activity both in the UK and across the Continent - an inevitable consequence of the Single Market - and there is a much greater awareness of competition in general. You can see that even in relation to Eastern Europe where there is a quest for greater openness and more competitive markets, he says.

He also rejects the suggestion that the MMC should only concern itself with large mergers in big markets leaving smaller mergers in niche markets to some other body.

It would become "an invalid judgement" as to what should qualify as a big or

which various stages of an investigation must be completed and by cutting out some of the more "ritualistic" steps in an investigation to avoid duplication of effort.

He is anxious to dispel any suggestion that these procedural changes have threatened the delicate balance between the need for speed and thoroughness in the Commission's work.

Speed is never so important that it is worth sacrificing quality and thoroughness for the maintenance of the quality and thoroughness of what the MMC does is absolutely paramount, he says. If the investigation can't be completed properly within the set time scale then the Commission applies for an extension. It requires the co-operation of all the parties involved but in general if an investigation can be completed within a shorter timescale businesses much prefer it.

The increasing workload may require extra resources, he admits. At the moment the Commission has about 30 part-time members - a mixture of economists, businessmen, trade unionists, lawyers and accountants.

The reduction in investigation time has been achieved by streamlining procedures and shortening the time scales by

Lipworth would like to see more people with scientific and industrial experience on the Commission. The Commission also tends to get people who are reaching the end of their careers or who have just retired and he would like to have more people on the Commission who are still active.

But in general Mr Lipworth is a staunch defender of the MMC's "part-time approach" to competition particularly when contrasted with the German and American way of doing things. The big advantage of the UK system is that you do get two things: a speedy and final result and you get a very fair crack of the whip, a detailed investigation in a dispassionate way, he says.

"I'm a great believer in separation of powers. I think that the Bundeskartellamt, in Germany, is an extremely effective institution. I hold the highest regard for it, and they're extremely good at deciding matters that are not very contentious. But I find it very difficult to see how the

officials who have given unoffical guidance, who've negotiated with the parties, who've listened to their points of view, can later adjudicate in a dispassionate way. They then have to decide the very facts on which they first gave some informal guidance".

"I think our system, taking it away out of the arena at that point and giving it to a body to look into in depth is a good system. So I like the idea of what is basically an economic arbitration. I think it has a lot going for it."

Competition is a complex subject, he says. But at the end of the day who is the expert on competition? You can have economists who know a lot about it and businessmen and lawyers who think they know a lot about it, he says.

"I don't know that it's the preserve of any one specialty and after all, when it comes to appeals against decisions of the Bundeskartellamt, or the European Commission, they are resolved by the courts. In America competition issues are also finally resolved by the courts."

"I think competition is very dynamic. I think it's one that requires analysis, and one that requires a bit of education."

Government working party set up to study shipping industry

By Richard Tomkins, Transport Correspondent

BRITAIN'S beleaguered shipping industry was given a shot in the arm yesterday with news that the Government has agreed to set up a working party to study its troubles.

The Department of Transport will work with the General Council of British Shipping, the trade association for the British industry, in a joint study to be completed by September 14.

The decision to set up the working party comes at the end of a period of ferocious lobbying by the UK's much-shrunk shipping industry for a sympathetic hearing from the Government.

Some observers drew significance from the fact that yesterday's announcement coincided with the election of Sir Jeffrey Sterling, chairman of the Peninsular & Oriental Steam Navi-

gation Company, to the presidency of the GCSB. Sir Jeffrey moves in senior Government circles and is widely regarded as having Mrs Thatcher's ear.

He is to co-chair the working party with Mr Cecil Parkinson, Transport Secretary. Other members will be drawn from the Whitehall and the GCSB.

The trouble of the British shipping industry stems from 10 years of decline triggered by the recession in world shipping. Britain's merchant fleet shrank from 1,423 ships at the beginning of the decade to 681 at the end of it - though tonnage declined slightly less sharply.

Recent signs of an upturn in world shipping have left Britain keen to revive its merchant fleet, but soaring prices for new and second-hand vessels have almost obliterated

the benefits of rising freight rates.

Britain's shippers are therefore pressing for tax breaks to put them on a par with those of other countries such as Norway, Denmark and West Germany.

They say shipping is Britain's third largest contributor to the UK balance of payments after insurance and tourism, earning a net £1.3bn in 1988. Related City activities such as marine insurance, ship-broking, marine equipment, salvage and law contribute another £1bn.

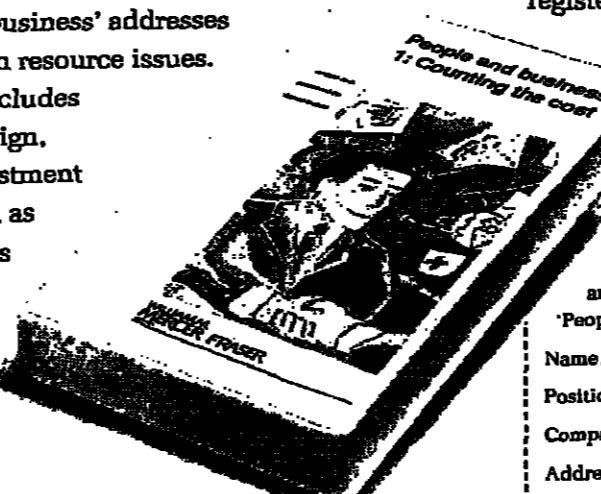
They argue that the cost to the Exchequer of a modest range of tax breaks to revive British shipping would be more than outweighed by the increased tax take from a buoyant industry.

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FT LAW REPORTS

European Court rules equal pay means equal pensions

**BARBER v GUARDIAN
ROYAL EXCHANGE
ASSURANCE GROUP**
European Court of Justice:
May 17 1990

A COMPULSORILY redundant man is entitled under EC law to the same "pay" in the form of benefits, including pension rights, under a contracted-out scheme, as a woman of the same age who is made redundant in the same circumstances. And in order to avoid upsetting retroactively the financial balance of many contracted-out schemes, the law only has direct effect in respect of pension entitlements arising after May 17 1990, unless claimed in legal proceedings initiated before that date.

The European Court of Justice so ruled when answering questions referred to it by the Court of Appeal in proceedings by Mrs Pamela Barber on behalf of the estate of her deceased husband, Mr Douglas Harvey Barber, against the Guardian Royal Exchange Assurance Group.

ARTICLE 119 of the European Economic Community Treaty provides: "Each member state shall... ensure and subsequently maintain the application of the principle that men and women should receive equal pay for equal work." For the purposes of this article "pay" means the ordinary wage or salary and any other consideration, whether in cash or kind, which the worker receives directly or indirectly, in respect of his employment."

nary... wage or salary and any other consideration, whether in cash or kind, which the worker receives directly or indirectly, in respect of his employment."

Article 3 of Council Directive 75/117/EEC on equal pay provides: "Member states shall take the necessary measures to ensure that the provisions appearing in... contracts of employment which are contrary to the principle of equal pay shall be... null and void..."

THE European Court of Justice said that Mr Barber was a member of a pension fund established by the Guardian under a non-contributory scheme wholly financed by the employer. It was a "contracted out" scheme approved under the Social Security Pensions Act 1975, involving the contractual waiver of the earnings-related state pension scheme.

Under the Guardian scheme the normal pensionable age in Mr Barber's category of employee was 62 for men and 57 for women. The difference was equivalent to that under the state scheme.

The Guardian Guide to Service Terms, which formed part of Mr Barber's contract of employment, provided that in the event of redundancy, members were entitled to an immediate pension subject to having attained 55 for men or 50 for women. Staff who did not fulfil those conditions received cash

benefits calculated on the basis of years of service, and a deferred pension.

Mr Barber was made redundant on December 31 1989, when he was 52. The Guardian paid him the cash benefits provided for in the Severance Terms, statutory redundancy pay, and an *ex gratia* payment. He would have been entitled to a retirement pension as from his 62nd birthday.

It was not disputed that a woman in the same position as Mr Barber would have received an immediate retirement pension as well as the statutory redundancy pay, and that the total value of her benefits would have been greater than the amount paid to him.

Taking the view that he was a victim of unlawful discrimination based on sex, Mr Barber instituted proceedings in the industrial tribunal. His claim was dismissed at first and second instance. He appealed.

The Court of Appeal decided to stay proceedings and to refer questions to the Court of Justice for a preliminary ruling. Mr Barber died while the proceedings were in progress.

The first question was when a group of employees was made compulsorily redundant and received benefits in connection with that redundancy, were all those benefits "pay" within the meaning of article 119 of the EC Treaty and the equal pay directive?

The Court had consistently held that the equal pay direc-

tive, which was designed to facilitate application of the equal pay principle in article 119, in no way altered the content or scope of that principle as they defined.

The fact that certain benefits were paid after termination of the employment relationship did not prevent them from being in the nature of pay within the meaning of article 119.

Compensation in connection with redundancy constituted a form of pay in respect of employment and fell within the concept of pay within article 119. It could not cease to constitute a form of pay because the total value of benefits received by the woman was greater than the total value received by the man?

The answer to the first question must be that benefits paid by an employer to a worker in connection with compulsory redundancy fall within article 119, whether paid under a contract of employment, by virtue of legislative provisions, or on a voluntary basis.

The second question was: was it material that one of the benefits in question was a pension under a private occupational scheme operated by the employer?

Such schemes were the result of agreement between workers and employers, or unilateral decision by the employer. They were wholly financed by employer and workers without contribution by public authorities. Accordingly, they formed part of the

consideration offered to workers by the employer.

The answer to the second question must therefore be that a pension paid under a contracted-out private occupational scheme fell within article 119.

The third question was: was the principle of equal pay infringed if (a) a man and woman of the same age were made compulsorily redundant, and the woman received an immediate private pension but the man received only a deferred private pension; or (b) the total value of benefits received by the woman was greater than the total value received by the man?

The fifth question was: was it material to question three that the reason the woman qualified for immediate pension, was that she was treated as retired because she was redundant within seven years of her normal pension date?

Article 119 prohibited any discrimination with regard to pay as between men and women, whatever the system which gave rise to such inequality. It was contrary to article 119 to impose differing age conditions even if based on the national statutory scheme.

The answer to the third and fifth questions must be that it was contrary to article 119 for a man made compulsorily redundant to be entitled only to deferred pension when a woman in the same position was entitled to immediate pension.

schemes, which might apply to contracted-out schemes.

In the light of those provisions member states and the parties were reasonably entitled to have considered that article 119 did not apply to pensions under contracted-out schemes, and that derogations from the equality principle were still permitted in that sphere.

The fourth question was whether article 119 and the equal pay directive had direct effect.

According to established case law, article 119 applied directly to all forms of discrimination which might be identified solely by the criteria of equal work and equal pay, without national or Community measures being required to define them with greater precision.

The answer to the fourth question must be that article 119 might be relied on before national courts, and it was for those courts to safeguard the rights it conferred on individuals.

Article 119 prohibits any discrimination with regard to pay as between men and women, whatever the system which gave rise to such inequality. It was contrary to article 119 to impose differing age conditions even if based on the national statutory scheme.

The answer to the third and fifth questions must be that it was contrary to article 119 for a man made compulsorily redundant to be entitled only to deferred pension when a woman in the same position was entitled to immediate pension.

Such schemes were the result of agreement between workers and employers, or unilateral decision by the employer. They were wholly financed by employer and workers without contribution by public authorities. Accordingly, they formed part of the

equal treatment of men and women in social security matters authorised member states to defer the compulsory implementation of the equal treatment principle with regard to determination of pensionable age. That exception had been incorporated in Directive 86/379/EEC on equal treatment in occupational social security

as a result of the application of an age condition that varied according to sex in the same way as under the national statutory pension scheme.

Application of the equal pay principle must be ensured in respect of each element of remuneration, not only on the basis of comprehensive assessment of consideration paid to workers.

In those circumstances overriding considerations of legal certainty precluded legal situations that might upset retroactively the financial balance of many contracted-out pension schemes, it was appropriate to provide for an exception in favour of individuals who had taken action in good time to safeguard their rights.

Accordingly, the direct effect of article 119 might not be relied on in order to claim entitlement to a pension with effect from a date prior to date of the present judgment, except in the case of those who had, before that date, initiated legal proceedings or raised an equivalent claim under the applicable national law.

For Mr Barber: Christopher Carr QC (Gruzin Mitchell)

For the Guardian: David Vaughan QC and Timothy Womington (Jacques & Lewis)

For the UK: Peter Goldsmith QC (Treasury Solicitor)

For the Commission: Karen Banks and Julian Curall (Commission legal department)

Rachel Davies Barrister

TO THE SHAREHOLDERS OF HAFNIA HOLDING LTD

**HAFNIA
HOLDING**

Shareholders are hereby invited to the ordinary general meeting of Hafnia Holding Ltd at the Falkoner Center, Falkoner Allé 9, Copenhagen on Thursday the 7th June 1990 at 4.00 pm.

Agenda:

- Submission by the Board of Directors of annual accounts, comprising profit and loss account and balance sheet of the Company with notes, and annual report and auditors' certificate with proposal for adoption of profit and loss account and balance sheet and discharge of Board of Directors and Management from their obligations.
- The Board of Directors' proposal for distribution of the profit for the past year, including fixing of dividend.
- The Board of Directors' proposal for authorisation of the Directors to let the Company acquire own shares of up to 10% of the share capital.
- The Board of Directors' proposals for modification of the Articles of Association. The essential contents are as follows:

The Board of Directors shall be authorised, when special circumstances make this advisable, to grant permission (for a limited period of time) to companies or businesses with which the Company co-operates to own up to 6.25% of the Company's A-share capital.

The authorisation of the Board of Directors to increase the share capital, issue warrants and receive deposits of subordinated loan capital shall be prolonged to June 7th, 1995.

The minimum notice for calling a general meeting shall be altered from 14 days to 8 days.

e) The Board of Directors' proposal to increase the Company's share capital by the issue of up to 30,000 B-shares. The capital increase will be offered to the employees of the Company and its wholly owned Danish and foreign subsidiaries at the price of 105 against payment in cash on terms laid down by the Board of Directors and, as regards Danish employees, approved by the Danish Ministry of Taxation. The capital increase will be offered to the employees without the existing shareholders of the Company having any preferential right of subscription.

Company's contingency fund of DKK 162,725,000 to the Company's free reserves (extra reserve fund).

g) Election of members for the Board of Directors.

b) Appointment of two state-authorized public accountants to audit the accounts for the current year.

i) Other business.

According to article 21 of the Articles of Association, adoption of the proposals made under items d and e of the agenda requires that at least one half of the possible votes shall be represented at the general meeting and that the resolution is passed by at least two thirds of both the votes cast and the share capital entitled to vote which is represented at the general meeting. If the required number of possible votes is not represented at the general meeting, but if otherwise the resolution moved has been passed by the stated majority, the resolution can be passed at an extraordinary general meeting convened within fourteen days after holding the first general meeting irrespective of the size of the share capital represented at this general meeting, provided that the resolution is passed by the stated majority.

The agenda and complete resolutions to be proposed at the general meeting, and annual and consolidated accounts for 1989 with annual report and auditors' certificate, will be open for inspection by shareholders at the Company's office, Holmens Kanal 9, Copenhagen K, during the last eight days before the general meeting and will also be sent to all shareholders entered in the Company's register of shareholders.

Admission cards to the general meeting are available against due proof of identity, as provided in the Articles of Association, at the Shareholders' Secretaries of the Company at Holmens Kanal 9, 1010 Copenhagen K, on any weekday except Saturday from 14th May to 2nd June 1990, both days inclusive, from 10.00 a.m. to 3.00 p.m. The Shareholders' Secretaries will also be open Saturday the 2nd June 1990 from 8.00 a.m. to 12.00 p.m.

Shareholders who have acquired their shares by transfer are entitled to vote at the general meeting and to receive a voting paper only if they are entitled to attend the meeting pursuant to the above provisions and have either been entered in the Company's register of shareholders or have reported and substantiated their acquisition of shares in the Company not later than three months before the general meeting.

Dividend for 1989 will be paid according to registration of shares with the Danish Securities Centre.

Copenhagen, the 10th May 1990

The Board of Directors of HAFNIA HOLDING LTD.

TWO ESSENTIAL SEMINARS

WHAT'S REALLY GOING TO HAPPEN TO CONSUMER SPENDING?
(Monday, 4th June)

EUROPE'S COMING BOOM? IMPACTS, IMPLICATIONS AND "SUBSTAINABLE COMPETITIVE ADVANTAGE"
(Tuesday, 5th June)

Venue: Royal Society of Arts, London.

Seminar Leader: Professor Nick Crafts & Hywel Jones.

Guest Speakers from, inter alia, The Bank of England, National Economic Development Office, Institute for Fiscal Studies, Nuffield College, Oxford and Nomura Research.

For further information and registration details contact Louise Scayles, The Conference Company, Telephone: 071 488 4533, Fax 071 242 2190.

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THE PROPERTY MARKET

Sheltered from a cold climate

By Paul Cheeseright

Land Securities is a barometer of the property sector, yet it operates in a different climate from most of its smaller corporate brethren.

The results are widely seen as a indication of how the sector is managing, but its approach is not typical.

Certainly, had it last Wednesday, produced results which showed a sharp fall in net asset value and a reduction in pre-tax profits, then the depressed property share market would probably have shrivelled in despair.

In fact, there was a tiny increase in the net asset value at March 1990 to £759p from 355p the year before, there was a healthy rise in rental income and interest received; and the pre-tax profits for the year to last March came out at £175.1m against £142.2p the year before.

But the other side of the group, with the 25.6% profit, ensured that, absent of national economic catastrophe, it will trundle on, plenty of cash in hand, a string of long-term borrowings at fixed rates of interest amply covered by its rental income, no nasties off the balance sheet. It has income regardless of how the net asset value figure moves.

So it is not a good guide to the health of the sector in bad times, although, in the good times, its figures will move up in line with the rest of the sector.

It becomes much stronger during the years of surging values, so that

when the market turns down, a 10 or 20 per cent fall in asset value is unpleasant but not fundamental to the even tenor of its existence.

As it is, Mr Peter Hunt, the chairman, was quick to point out that over the past four years the net assets of the group have risen 10%

per cent. Further, it is not groups such as Land Securities which are in difficulties. The problems of high interest rates, widening yields and, in some areas, slackening of tenant demand hurt the property developers which have to sell completed buildings to survive. Land Securities builds buildings to put them in its investment portfolio.

It is doing, in fact, what many of the developers would like to be able to do. Many of them, after all, seek to retain some of the buildings they develop in order to create an asset base.

Once the assets have been accumulated, the existence of the portfolio provides its own opportunities for further growth. Size begets greater size.

These opportunities come in the form of redevelopment possibilities or just simple improvement to buildings to increase their facilities and hence the rents they command.

But most property development companies are simply not in this league.

Indeed, Mr Hunt noted that Land Securities "spends a lot of time improving buildings; each year it buys in a lot of leases and that has

"Our pre-tax profits are derived

solely from property and investment income and there is no element of gain made on sales of properties in those profits," he said.

Nor does Mr Hunt see 1990 as being a year of spectacular rental growth. But what he does see is a return of confidence in the market, a confidence which has drained away with increasing speed since last autumn.

The picture he draws is of some relief on interest rates at the end of this year, inflation in 1991 coming down to between 5 and 6 per cent, the UK joining the Exchange Rate Mechanism of the European Monetary System sometime in the next year and - this appeared a personal preference - a better political showing by the Conservative Government.

If he is right, then the property market should start strengthening towards the middle of next year.

A year in the life of Land Securities may be a short period, but it is looking very long for some of the more vulnerable developers.

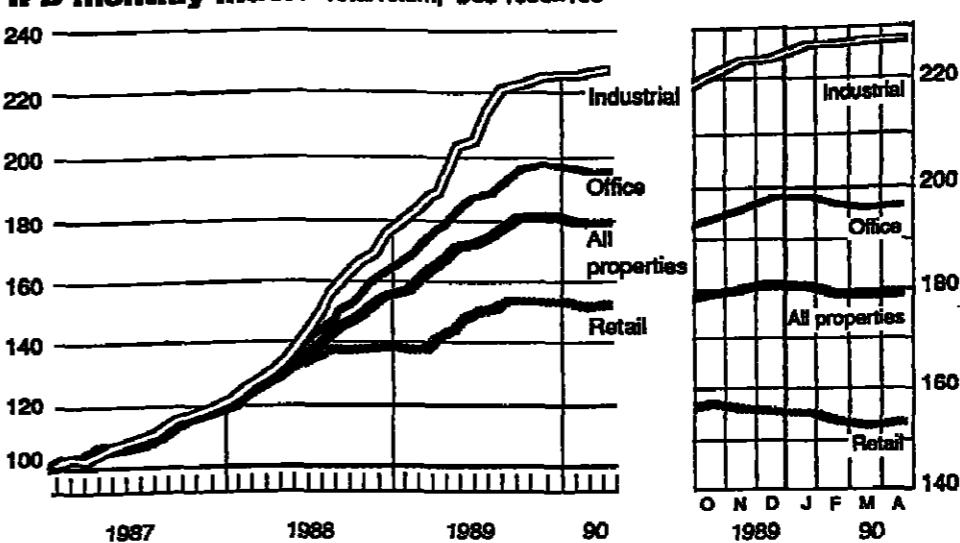
There is a gathering of opinion among analysts that the most difficult period for the highly geared will come in the last months of this year, another two quarter days further on.

By then, it is believed, the high interest charges will have taken their toll of developers trying to sell in a sluggish investment market and the bankers will find their patience running out.

He does not have to worry too much about yields because he does not have to sell - that is the problem of the ailing developer.

"Our pre-tax profits are derived

IPD monthly index Total return, Dec 1986=100



Returns continue to sag

TOTAL returns in the property market remain very low but have marginally improved since a low point in February.

In April, according to the Investment Property Databank monthly index, they were a meagre 0.3 per cent, against a still more meagre 0.1 per cent in March and minus 0.6 per cent in February.

But seen on a yearly basis, the returns have continued to sag. In the year to last April they were 9.6 per cent, compared with 29.1 per cent in the year to April 1988.

On an annual basis capital growth for all properties has fallen to 4.1 per cent, although rental

growth was 14.2 per cent.

This points up the contrast between the relative health of the leasing market and the sluggishness of an investment market deprived of any great institutional interest.

Last month, the IPD noted, retail property was the only sector to produce any capital growth, the first time it has shown any for six months. But the growth took place only in London where the total return was 3.7 per cent against nothing at all in the south-east of England and minus 0.3 per cent in the rest of the UK.

Office returns for April were slightly lower than in March and

capital values declined 0.3 per cent. Rental growth and total returns in the sector have been lowest in London and highest outside the south-east.

Although total returns in industrial were fractionally higher than in March, the sector has lost its position, held for a year, as the best performing part of the property market.

Rental growth has subsided sharply, presumably as a result of the economic slowdown. During the last quarter the total return was highest in London.

Paul Cheeseright

This announcement appears as a matter of record only.

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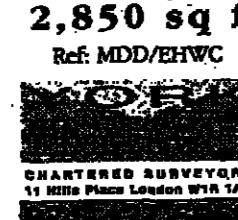
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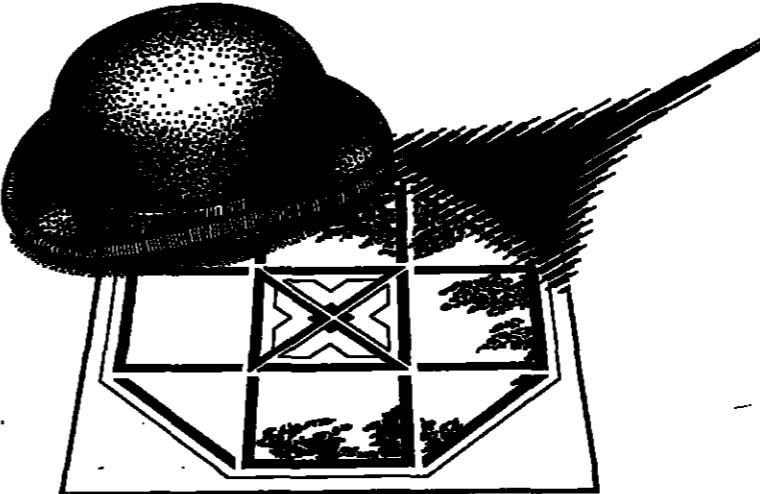


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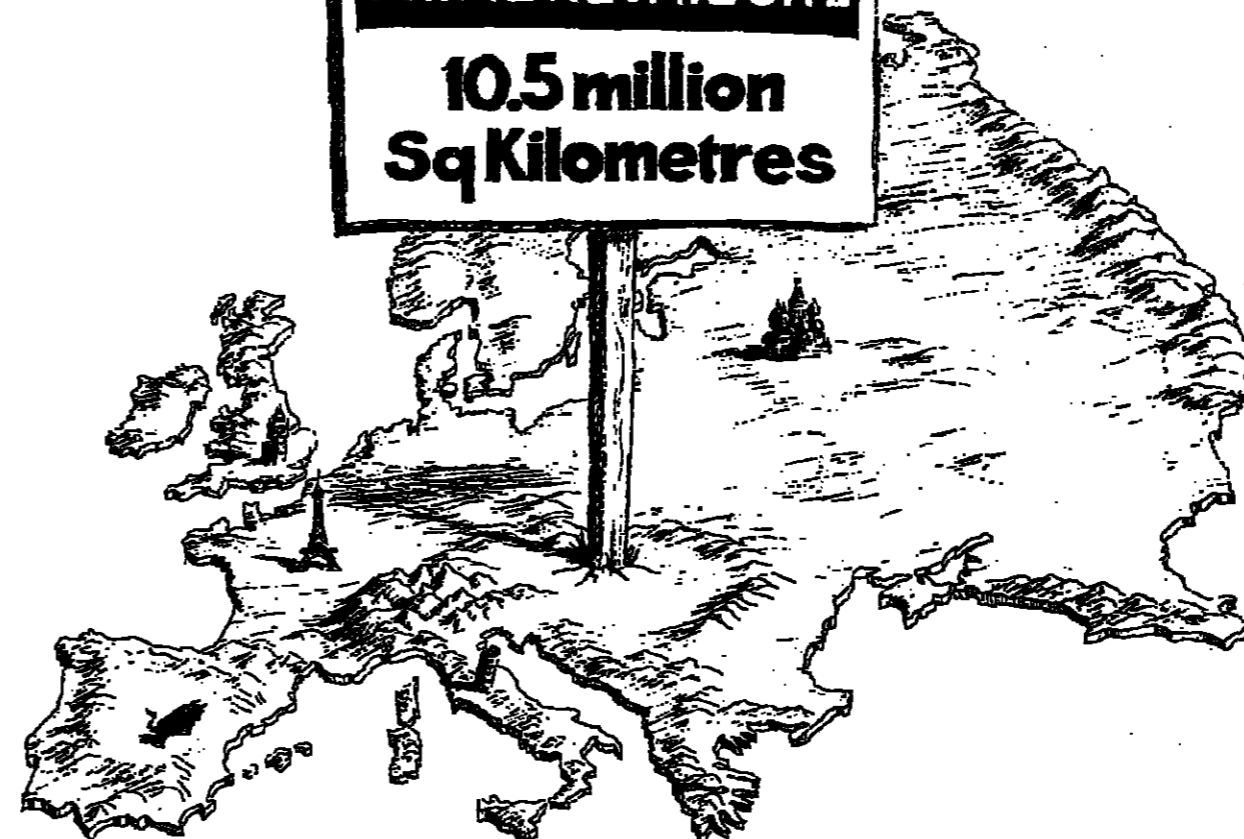
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INTERNATIONAL PROPERTY



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An international group wishes to consider purchase offers for the real estate complex it owns in Rome, Piazza Mincio, known as "I Villini delle Fate".

The above complex includes three magnificent adjoining villas built around 1920 by Gino Coppede in a variety of styles, from Medieval to Art Deco, that characterize this architect's work.

The complex is located on a plot of land measuring 1800 sq. m. The three villas contain approximately 1800 sq. m. of living space and approximately 580 sq. m. of ancillary service and appurtenance space (basement, store rooms, porches, terraces and balconies); there are also two garages of about 85 sq. m. in size.

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Presently the property is used as office premises and, in this respect, an application for the change of its use was filed pursuant to Law No. 47/1985.

The above-mentioned real estate property is subject to the provisions of Law No. 1089 of 1939 because of its great historical and artistic value, and therefore:

- the sale of same is subject to a pre-emptive right in favor of the Ministry of Cultural and Environmental Properties;
- the application of the tax provisions of the law relating to real property covered by the above-mentioned Law No. 1089.

For further information and/or arranging for a visit of the real estate complex, please contact Mr. Giovanni Paolini, Piazza Mincio No. 3 - 00196 Rome, Phone No. 06-421901; Fax No. 06-862704.

All those who might be interested in the purchase of the real estate complex described above may submit their written offer which should be sent by registered mail, return receipt requested, (on the envelope please indicate ref. VDF/RM) by June 30, 1990 to CITITRUST S.p.A., Istituto Fiduciario, Povo Buonaparte No. 16 - 20121 MILANO (a subsidiary of CITICORP) and shall contain the name of the offeror, the purchase price offered for the property and the terms of payment of the same, enclose proof of the remittance of a good-faith payment in the amount of Lir. 200,000,000 (two hundred million lire) to be made by bank transfer in favor of CITITRUST S.p.A. Istituto Fiduciario, Account No. 0/15003/016 with CITIBANK N.A., Povo Buonaparte No. 16, 20121 Milan. Offers submitted without a good-faith payment are automatically rejected. Said good-faith payment is not required in the event that the offeror is either an Italian or foreign public agency.

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3. Where the applicant is a company, the full names of the current Directors and the company's registered number:

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Ian MacLennan Hamilton Preston
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Charles Murray Stuart

Registered No. 117120

4. Where a holding of 20 per cent or more of the shares (see note 1) of an applicant is held by a body corporate or partnership or an unincorporated association carrying on a trade or business with or without a view to profit the name(s) and address(es) of the holder(s) of such shares shall be provided:

Not applicable

5. Desired date from which the licence is to take effect:

1 JUNE 1990

6. A sufficient description adequately specifying (see note 2) the nature and situation of the premises intended to be supplied, separately identifying premises within the power bands specified in and to the extent provided by paragraph 7

All non-domestic premises with a demand of 1.0 MW or more in the following PES Areas:

Eastern Electricity plc
East Midlands Electricity plc
London Electricity plc
Manweb plc
Midlands Electricity plc
Northern Electricity plc
NORTH WEST plc
SEEBORD plc
Southern Electricity plc
South Wales Electricity plc
South Western Electricity plc
Yorkshire Electricity Group plc
Scottish Hydro-Electric plc

7. (a) Subject to sub-paragraph (b) indicate the total number of premises intended to be supplied in each power band as shown in the table below, together with the aggregate energy forecast to be supplied and the aggregate estimated maximum demand (see note 3) for each power band.

(b) If the date in paragraph 5 above is on or after 1 April 1990 then only Power Band A shall be completed and if the said date is on or after 1 April 1990 then this paragraph shall cease to have effect.

Power Band Number of premises Aggregate maximum demand Energy(Gwh) to be supplied

(A) Not exceeding 0.1 MW NONE

(B) Exceeding 0.1 MW but not exceeding 1.0 MW NONE

8. A description of the system of electric lines and electrical plant by means of which the applicant intends to supply electricity, indicating which plant and lines are to be constructed and which existing plant and lines, and further identifying any parts of that system which will not be owned by or otherwise in the possession or control of the applicant:

The National Grid Company plc
Eastern Electricity plc
East Midlands Electricity plc
London Electricity plc
Manweb plc
Midlands Electricity plc
Northern Electricity plc
NORTH WEST plc
SEEBORD plc
Southern Electricity plc
South Wales Electricity plc
South Western Electricity plc
Yorkshire Electricity Group plc
Scottish Power plc
Scottish Hydro-Electric plc

9. A statement of the extent (if any) to which the applicant considers for powers under Schedule 3 (consolidated acquisition of land etc.) and under Schedule 4 (other powers etc.) to the Act to be given through the licence for which he is applying:

As laid down in Conditions 10 and 11 of the Private Electricity Supply Licence granted by the Secretary of State for Scotland to Scottish Power plc on 28 March 1990.

10. Details of any licence held, applied for or being applied for by the applicant in respect of the generation, transmission or supply of electricity:

Generation, Transmission and Public
Electricity Supply Licence
Private Electricity Supply Licence

Copies of the maps accompanying this application are available for inspection at the Office of Electricity Regulation in each supply area to which this application relates.

D.A.S. MacLaren, Company Secretary of Scottish Power plc,
Cathcart House, Spean Street, Glasgow G4 4BE.

Notice published by the Director General of Telecommunications under condition 6.4 of the Class Licence for the Running of Branch Telecommunications Systems ("the BSS") granted by the Secretary of State for Trade and Industry under section 7 of the Telecommunications Act 1984.

specification of persons other than Public Telecommunications Operators who may make connection to the public networks.

1. The Director General of Telecommunications ("the Director") hereby gives notice that he intends, under condition 6.3(c) of the BSS, to specify installers who have been registered by the British Standards Institution ("the BSI") under the Quality Assurance Scheme (BSI 005750: Part 2) relating to Installation, Configuration and Connection of Call Routing Apparatus ("the QAS"), as belonging to a class of persons who may make the final connection to the public networks in accordance with the terms of their BSI registration.

2. The Director will keep a list of those registered by BSI against the QAS, and will make the list available for inspection by the general public.

3. The purpose of this specification is to liberalise the connection arrangements for call routing apparatus to the public networks.

ART GALLERIES

THE COLNE VALLEY WATER COMPANY

NOTICE IS HEREBY GIVEN that the Transfer Books of Debenture Stocks will be closed for one day only on 16 June, 1990 for the preparation of Interest Warrants payable on 1st July, 1990.

Dated this 25th day of May, 1990.

J.A. PENNELL
Secretary

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- * Order book circa £1.4 million

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David Lovett or David Langton
c/o Arthur Andersen & Co.
1 Victoria Square
Birmingham B1 1BD
Tel: 021-233 2101
Fax: 021-233 2954

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One Southwark Bridge, London SE1 9HL

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For further information please contact Richard Smart or Richard Jones at Cork Gully, Tudor House, 16 Cathedral Road, Cardiff, CF1 6PN. Telephone (0222) 239944 Fax (0222) 237720.

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For further information contact D Campbell Griffith or Charles Moore Spicer & Oppenheim, Chartered Accountants, 65 Renfield Street, Glasgow G2 1NS. Tel: 041-331 1501. Fax: 041-332 5036.

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The business and assets of Stanley Refrigeration Limited are offered for sale. The Company is engaged in refrigeration sales and contracting, operating from sites located at West Lothian, Manchester, Birmingham, Sunbury on Thames, Fareham, Bristol, Peterborough and Tyneside.

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For further information please contact the Joint Administrators Robert Ellis or David Bird at the address below.

Blenheim House, Fitzalan Court, Newport Road, Cardiff CF2 1TS. Tel: 0222 481111. Fax: 0222 482615.

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Any other enquiries to the Joint Administrative Receiver, P R Copp FCA FCA or to G S Kinnar FIPA (Ref: CJ)

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Any other enquiries to the Joint Administrators, R.A. Collier FCA and W.J. Kelly FCA, Provincial House, 37 New Walk, Leicester LE1 6TU. Tel: 0533 549818. Fax: 0533 551357.

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MANAGEMENT

Philips in crisis

Pressure to reshape the mould

Structural changes will not in themselves stimulate the Dutch electronics and lighting group's renaissance, argues Guy de Jonquieres. Corporate culture must also be transformed.

That was before this year's disastrous first quarter results plunged the company into crisis, precipitating van der Klugt's early retirement and unleashing a desperate search for remedial actions to restore investors' shattered confidence.

It is a measure of the task ahead that Philips has only just emerged from an extensive shake-up intended to sharpen its performance. In the past four years, van der Klugt has closed some 70 factories, shed many peripheral businesses and imposed the authority of central product divisions on the company's once largely autonomous national subsidiaries.

However, as many large companies have discovered, it is one thing to re-shape an organisation and quite another to get the people in it to behave differently. All the more so when, as in Philips' case, it means changing attitudes, practices and beliefs which have become second nature over a period of a century.

Rapid-fire restructuring may have complicated matters by confusing some managers, rather than motivating them to perform better. As van der Klugt put it in an interview two years ago: "You have a lot of well-drilled regiments and all of a

sudden you say you want commandos. You can give them a different cap and uniform and they don't know what to do."

Ironically, Philips' corporate culture embraces many values and principles similar to those of the Japanese electronics companies which are its fiercest competitors. It has long prided itself on taking decisions by consensus and sticking to them over the long term. It is also renowned as a jobs-for-life employer, which provides generous welfare benefits to its staff.

But while these qualities have helped Japanese companies take world markets by storm, at Philips they have frequently been blamed for engendering complacency and feather-bedding. Critics in the company as well as outside it, argue that the consequence has been to make it too inward-looking, risk-averse and bureaucratic.

Jan Timmer, who takes over as president in July, has already won praise for his efforts to break the mould. As head of consumer electronics, he split the monolithic division into separate units, increased the authority and accountability of line managers, and made them

immerse themselves much more closely in the day-to-day running of their businesses.

One of Timmer's priorities has been to give more emphasis to product design and marketing, which Philips has been widely accused of neglecting. In an attempt to catch up, it recently purchased 25 per cent of Bang & Olufsen, saying it wanted to tap the Danish consumer electronics manufacturer's design and marketing skills.

Philips has always been strong in research and development and has spawned a stream of innovations including videocorders and compact disc players.

However, it took a long time to realise that consumer electronics markets were driven more by fashion than by technology, and that products which it had pioneered could be easily copied and improved upon by nimble Asian competitors.

One former executive argues that the headquarters bureaucracy has escaped drastic pruning because the axe would fall so close to home. "It would mean that top managers would have to drive through the towns every day, passing people on the street whom they had made redundant," he says. "The only

attract better-qualified recruits than commercial jobs.

Many critics argue, though, that the source of Philips' biggest handicap is to be found at its headquarters in the sleepy market town of Eindhoven. Remote from Europe's main business hubs, the town seems an improbable nerve-centre for a company which has operations in more than 60 countries and makes much of its global ambitions.

Eindhoven is not only geographically isolated. It is also dominated by Philips, much as renaissance princelings dominated city-states. Home to more than 30,000 of the company's staff - the only other local employer is a DAF truck plant - its streets are lined with Philips office buildings and factories.

Even the main hotel is company property.

One former executive argues that the headquarters bureaucracy has escaped drastic pruning because the axe would fall so close to home. "It would mean that top managers would have to drive through the towns every day, passing people on the street whom they had made redundant," he says. "The only

solution would be to move the headquarters to somewhere like Amsterdam or Brussels."

This cosy environment has been blamed for giving top management an in-born and parochial perspective. All the more so because Philips' top brass is still composed overwhelmingly of Dutchmen who have spent their entire careers with the company.

"Many of them have worked abroad," says one frequent visitor to Eindhoven. "But a surprising number of those who have got to the top have spent their formative years in developing countries. The experience seems to have bred a rather colonial outlook."

Some of Philips' foreign managers say they turned down offers of promotion to headquarters because they feared they could never break into the tightly-knit "Eindhoven establishment", with its cliqueish rules and conventions. Significantly, Timmer is considered an outsider from the club.

Until now, external pressures on Philips to change its ways have been slight. Unlike West German companies, it has no powerful bank shareholder keeping tabs on its per-



Cor van der Klugt (left) and his successor, Jan Timmer, who is considered an outsider from the Eindhoven club

formance, and it is insulated against the threat of a hostile bid by a formidable barricade of takeover defences.

Hence, Jan Timmer's hopes of overhauling Philips, and of making it more responsive to the outside

world, are likely to depend heavily on how far he can impose his will on the company. "Timmer will succeed only if he can break through the Philips culture," says a former executive. "And the only way to do that may be to destroy it."

Mention the name Ocean to anyone who has been around in the City for a while and it elicits a slightly ruminative reaction.

Ocean, you will hear, used to be in shipping; it used to be the main competitor to the P&O and Orient Steam Navigation Company; it used to be based in Liverpool; and it used to be called Ocean Transport and Trading.

Arguably the most significant "used to be" was the near 30 per cent shareholding in Ocean that Sir Ron Brierty, the New Zealand entrepreneur, used to have. He sold out last autumn, having failed to win control with a takeover bid in mid-1986, ending what was probably the most difficult time the company - celebrating its 125th anniversary this year - has gone through in peace-time.

It was difficult not only because of the Damocles sword Sir Ron was holding but because it witnessed the most far-reaching change in direction the then Liverpool-based shipping company had under-



gone.

The scope of the change is underlined by this simple fact: at the beginning of 1986, the year Sir Ron tilted at Ocean, 76 per cent of the company's capital employed was in shipping and fuel storage and just 24 per cent was devoted to freight, environmental and marine services. Today, all its capital is devoted to the latter three service areas and the company no longer operates ships or provides fuel storage facilities.

These bald figures are the result of the strategy deriving from a "promise" that Nicholas Barber, the chief executive,

made at the time of the Brierty bid. Last month Ocean reported a 22 per cent advance in pre-tax profits to £47m and a 15 per cent rise in dividend.

For Barber, both events represent the closing of a chapter in the company's history. Over

the past couple of months he has begun to embark on a new phase which, he hopes, will take the company to a position of leadership in its three chosen areas.

This process is one of cultural change to create a degree of homogeneity throughout a presently heterogeneous organisation. The most visible sign of this so far is the company's new corporate logo - a green round-edged square incorporating a stylised wave form and the company's new name, Ocean Group.

Deeper down, however, Barber hopes to make the idea of total quality the company's motive force. It will become,

he hopes, "the shared language that binds the group together into something homogeneous although the various markets are different." From being a "used to be" company, Ocean now wants to be an "is" company synonymous with quality.

The name change and the aim of total quality underlie what Ocean calls the "new chapter." The outline of the plot was first exposed to the company's 40 most senior executives at a two-day conference in February. It was followed up in April when Barber brought together the group's 200 senior managers, 50 of whom came from abroad, at a conference in Brighton.

An abstract of the proceedings of the Brighton meeting and a video were produced and translated into eight languages for dissemination throughout Ocean's worldwide operations.

The fruits of this research will be presented to a quality

workshop for the group's management committee this month. Then, Barber hopes to finalise the direction of the total quality management initiative and agree an action plan.

McGregor Cory, one of Ocean's main units operating contract distribution and specialised warehousing services, has been chosen as the first to embrace the idea of total quality management.

Results from a series of surveys conducted among employees and present, former and future customers has enabled Ocean to identify the competitive environment in which McGregor Cory operates and by so doing understand better its strengths and weaknesses. The study of its employees has shown that "we were not as good at listening to people as we thought we were," says Barber.

The fruits of this research will be presented to a quality

management committee this month.

"In essence the quality absolute requires that we do the right thing, at the right time, the first time, at a price that represents value to the customer," Gregory said.

To implement this, he said, Ocean would need to do and create three things. There would have to be a visible management commitment to total quality; employees would have to become involved; and there would have to be training to promote employee awareness of quality, the solving of problems in groups and the statistical tools to measure quality.

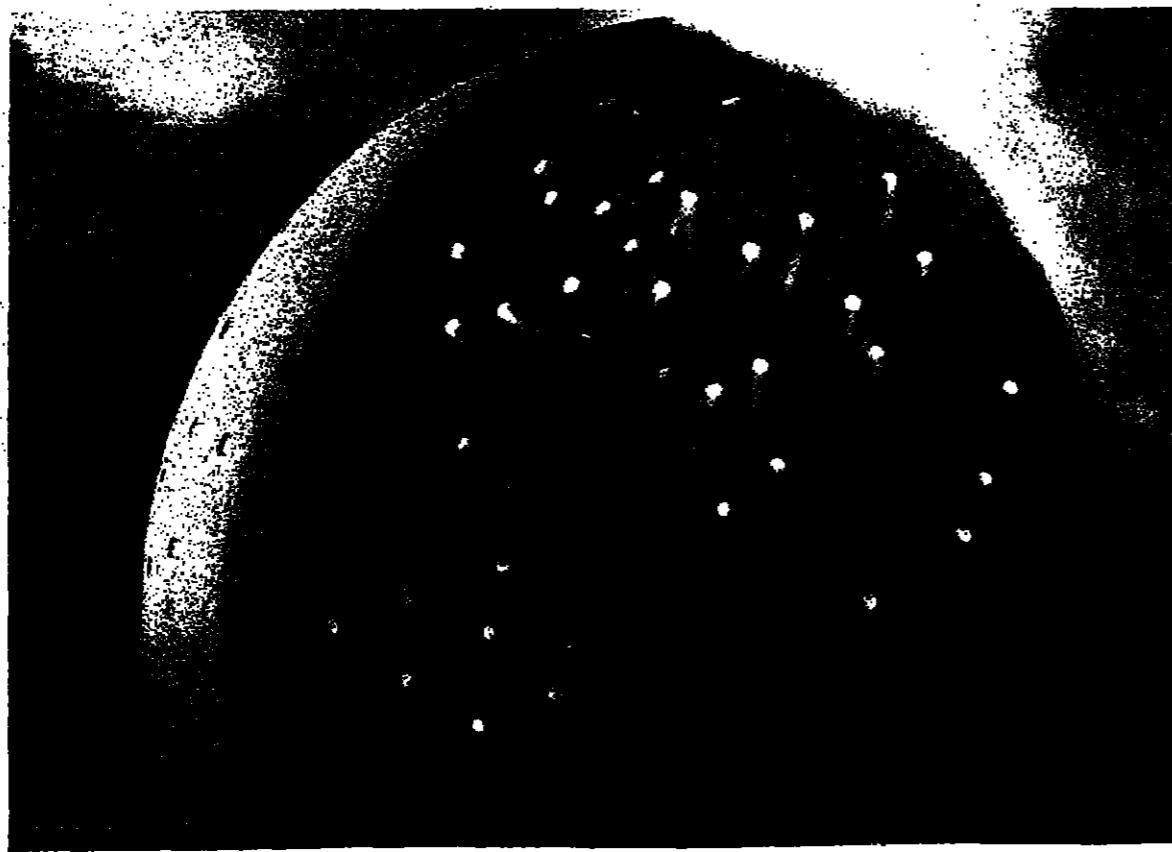
Paul Gregory, Ocean's newly-appointed director of quality, told the conference that to achieve total quality the group needed to meet certain "quality absolutes": meeting customer expectations, be they external or internal customers; performance standards leading to error-free work; and, measurement of tasks in order to assist the improvement of quality.

the telephone, in deliveries or through involving. They are the ones who make the money."

There is another sound commercial reason behind Ocean's quality drive. As Barber points out: "Quality is a requirement for being on a tender list in the US" and that is the direction in which most of the rest of the developed world is heading as well, he says.

The course charted for Ocean is ambitious and Barber has staked a lot on it. He is promising the City 15 per cent growth a year in earnings. "We're taking the company through a period of change as radical as the one I took us through in 1986/87," he somewhat portentously observes.

So far the City's faith in Barber's management style has paid off. All it can do now is wait and see whether the task he has set himself and his management to restructure the company's culture and people will prove as profitable and successful as the physical reorganisation of the company's assets over the past three years.

LE CLUB
by Keiichi Tahara

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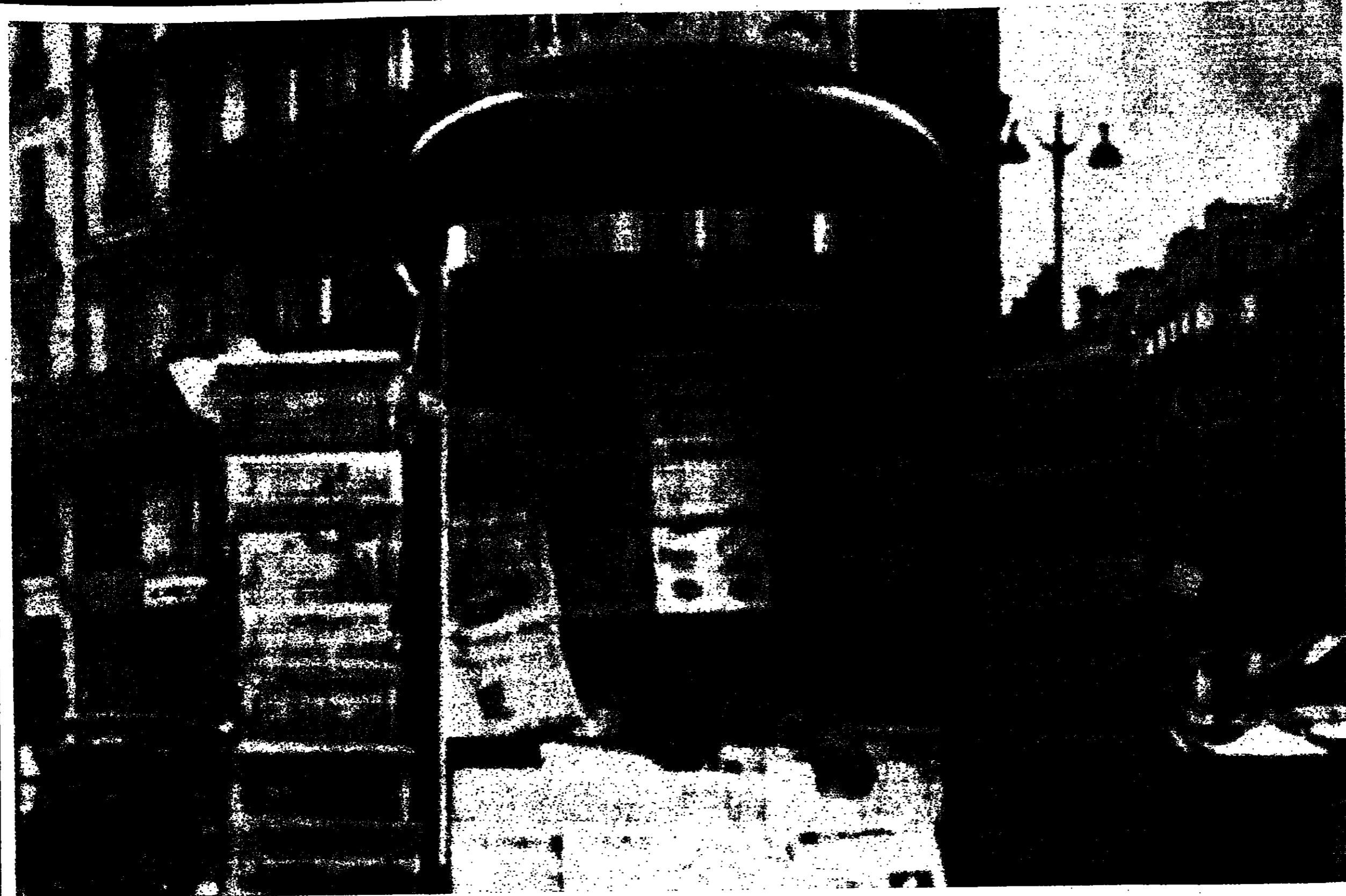
So has Air France. Fly in serenity. Fly Le Club.



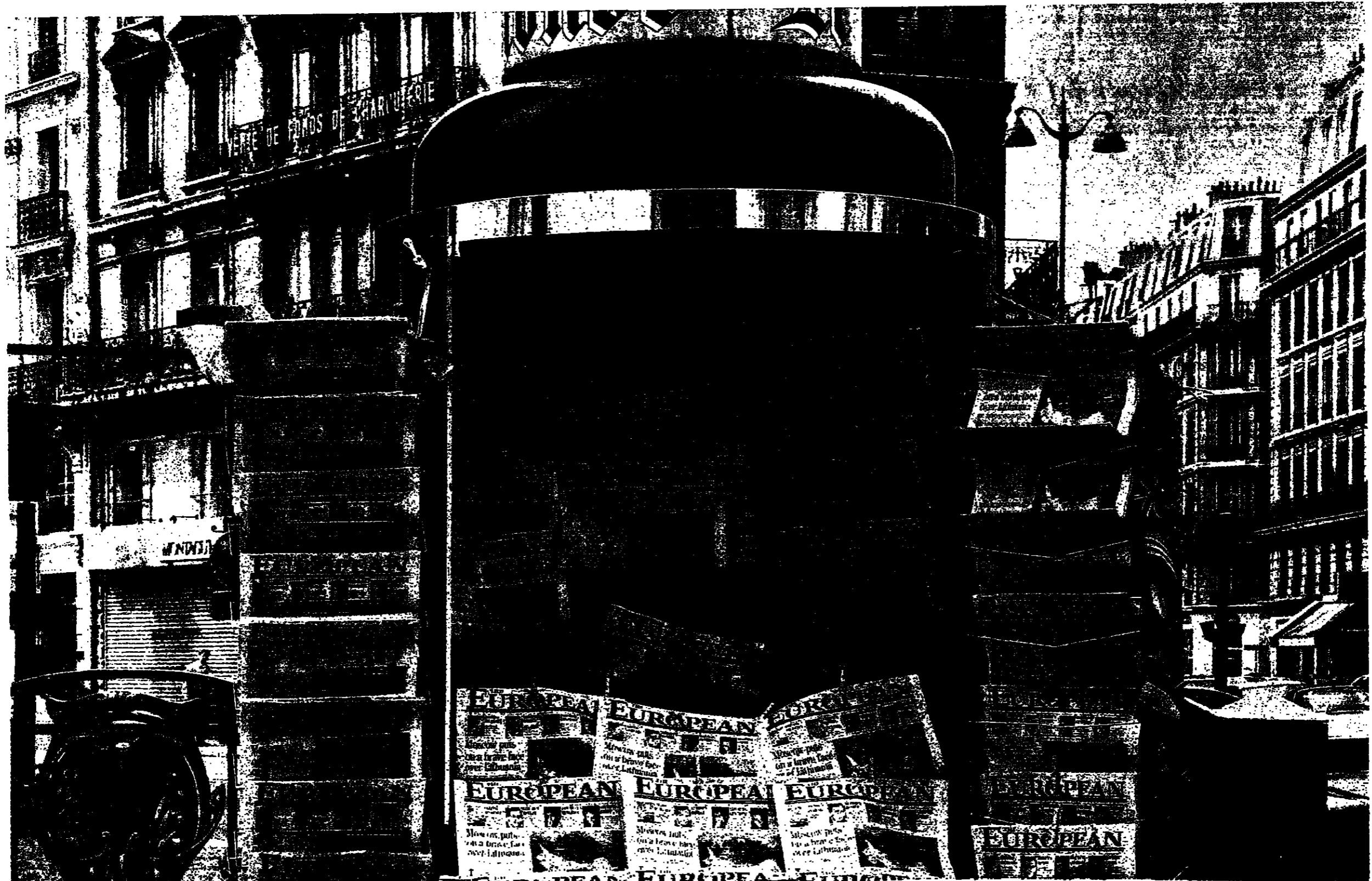
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TECHNOLOGY

Textiles and fibres for engineering are beginning to offer the prospect of tough, synthetic materials with tailor-made high performance properties.

This ability to suit the material to its function is a new feature of textiles and fibres and could overcome the waste and inefficient design associated with many industrial fibre composite products.

Sometimes the waste is tangible, as when excessive layers of fibres are used in composites. Fewer layers could do the same job better, but a lack of understanding by some users of the properties of what they are handling can lead to overspecified designs. Value can also be lost through inappropriate manipulation. Weaving some advanced fibres, for example, actually destroys their high-strength qualities.

The aim of current work is to understand the properties of individual fibres and patterns of fibres so that textiles for engineering can be designed precisely to give them the properties required for each application.

Engineering textiles include carbon fibre, glass fibre and — one of the latest developments — drawn polyethylene. The projects made from them include parts for cars and planes. A good deal of the Airbus commercial aircraft incorporates textiles of this sort.

Dutch State Mines holds a licence for making polyethylene into fine, light and strong fibres, following a patent held by Professor Ian Ward of Leeds University. Polyethylene fibre is half the weight of glass fibre and twice as strong. It is used in skis and in bows for sportsmen.

Carbon and glass fibres are well established, but designs have not made optimum use of the extraordinary properties of these materials, according to David Woolstencroft, the head of composite manufacturing development at British Aerospace (Military Aircraft). A single strand of carbon fibre seven microns (millionths of a metre) in diameter — many times finer than a human hair — is stronger along its length than an equivalent strand of steel.

Glass fibre applications, such as for the bodies of some cars and for building panels, can show a lack of optimum design. The strands of glass, from nine to 14 microns in diameter, have traditionally been used as a mat "like chopped spaghetti," says Andy Clough, a specialist engineer working with fibre composites at Lotus Cars. Lotus uses the "chopped spaghetti" approach where appropriate, but it also uses unidirectional fibres for high-strength areas, because their properties are more predictable.

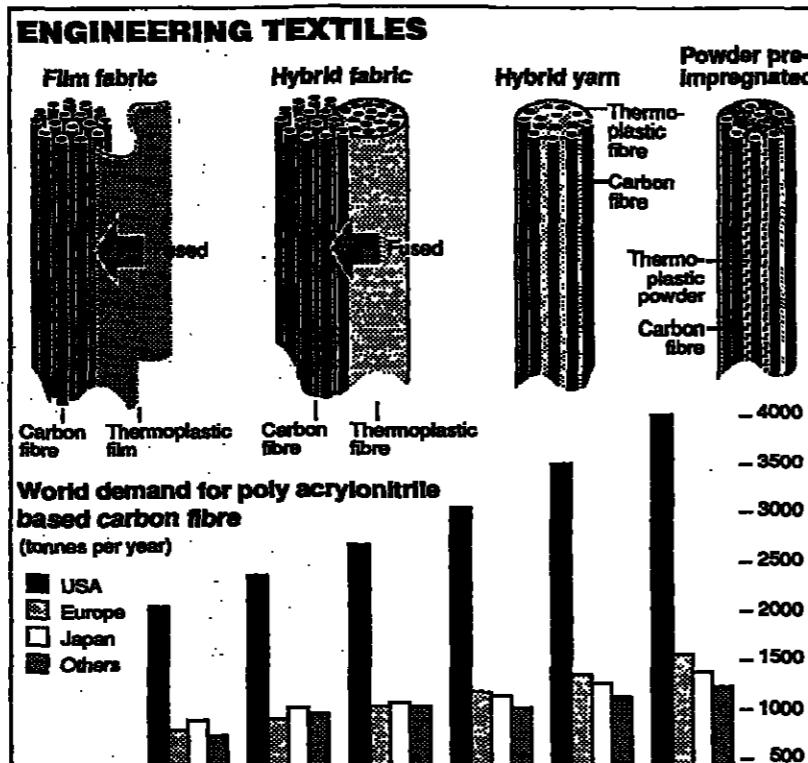
"Chopped spaghetti" results in a "quasi-isotropic material." The properties of the fibres in two dimensions, length and breadth, are approximately the same because of the random but closely packed distribution of fibres. This is one result of a joint industry/Department of Trade and Industry exercise at the NPL on the engineering design of composite engineering structures under stress. Rover, British Rail, Courtaulds, ICI, Jaguar and Ford are involved on the companies side.

Dr Graham Sims at NPL is designing measuring techniques and ways of harnessing international testing methods for fibre-based composites. He says the lack of uniformity in testing methods is retarding the application of composites.

The application of fibres in a more disciplined way has the potential to avoid uncertainties and overspecifica-

Lynton McLain on a new generation of fibres for engineering purposes

Alternatives to 'cut spaghetti'



tions in design, by basing design on the properties of individual fibres.

The starting point for engineering textiles is fibre in reels of yarn.

In this state the extremely fine fibres are fragile in some directions, and can be snapped, though they are strong in others. In carbon fibre, chains of carbon atoms are arranged longitudinally, giving immense strength in one direction.

In the preparation of textiles, fine fibres of carbon are not twisted into threads but laid "shoulder to shoulder" in a flat alignment, says Andy Clough of Lotus, which is experimenting with the world's first car, the M200, to have a body and structure made entirely of carbon fibre.

The flat assembly of fibres can be made into a textile ready for moulding into the required shape for an aircraft wing or car body panel or chassis beam.

Fibres for composites traditionally have been woven, just like any other textile, giving them a warp and a weft. Both warp and weft fibres are con-

stantly changing their angle as they mesh with one another. Engineers now understand that a weave seen under a microscope is a weak structure because of the kinks. Some of the high-strength properties of the original, straight fibres are cancelled out.

Under a load, in a car or an aircraft, the fibres in a woven material will tend to try to return to straight lines, where their natural strength lies. This tendency will apply a force to the resin which interperses the fibres in composites, because woven fibres have built in stress. Eventually, the resin will crack and the layers of fibres will separate or delaminate, with a further, potentially damaging loss of performance, according to British Aerospace.

One of the latest developments to achieve closer contact between fibre and resin involves powdered thermoplastic resin, mixed with the fibres.

Jeff Vane, the chairman of Tech Textiles which supplies high performance synthetic fibre fabrics to industry, says the word "woven" is banned from his factory in Amstelveen. The company does not make any woven fabrics for the composite industry, because of the loss of strength compared with non-woven techniques. The company has developed a way of laying carbon and glass fibres in very straight lines and keeping the fibres flat, without any of the crimping or kinks which create stress in woven or knitted fibre textiles.

By laying the fibres, of carbon or glass, in long lines of continuous filaments, users are "almost guaranteed a uniform density," Mr Vane says. Since the properties of single fibres are well known, extrapolation of these properties gives the possibility of a known performance for the resulting textiles.

Tech Textiles specialises in laying the fibres in lines, with other continuous filaments laid at angles, such as at 90 degrees, 45 degrees or 30 degrees. Textiles with fibres laid at different combinations of angles can be produced to meet users' functional requirements.

"The layered material will display the optimum value of whatever fibre you apply, because the textile is a collection of separate straight fibres of known properties," Vane says.

By using different layers at different angles, textiles can be made from carbon fibre that will maintain a predictable strength even when the textile is moulded around sharp corners. The company has applied for world patents on its "long and continuous material" made from discrete layers of continuous filament fibres of carbon or another advanced fibre, poly ether ether ketone (peek), which are stitched together without creating the stress of weaving.

Formable composites have true isotropic properties, with uniform strength in all dimensions. Their properties, and hence those of the composites they can be made from, are entirely predictable. They could cut wasteful design among users of composites and offer "major possibilities for industry," according to the company. For the first time, fibre composites could be specified in the way steel and other traditional materials are.



WORTH WATCHING

by Delta Bradshaw

Software to trap viruses

AN Israeli software company this week launched what it claims is the world's first computer virus protection product capable of detecting and destroying new viruses as well as those already identified, writes Hugh Carnegie.

Anti-virus +, made by Iris Software and Computers, of Tel Aviv, is designed to trap and kill any new virus as it enters a system. It is also "adaptive," learning the pattern of any virus it detects to ensure against any subsequent infection. This means it needs to be updated far less frequently than existing anti-virus products, Iris says.

The company says Anti-virus + — priced at \$99 for the single user — "is based on the latest research into the field of artificial intelligence" and will sweep systems for viruses, detect and remove them, reconstruct damaged programmes and prevent further infection.

Your pledge in the mainframe

TELEVISION viewers in the UK who switch on their sets this weekend to watch the charity-raising Telethon may be unaware that it takes the computing capacity and flexibility of an airline ticket reservation system to cope with the amount of data that will be produced.

The computer system at the centre of the network in Slough is two Digital Equipment Vax 3800 machines, with a further two standing by for back-up. Software from Autofile, of Slough, connects 15 television centres to the main computer over packet switched telephone lines operated by British Telecom. Attached to each of the 15

regional centres are more than 100 terminals and 2,500 phones. As soon as members of the public call in to pledge money for the appeal, the data is tapped into the terminals and is then sent to the main computer centre.

Even this year's Wimbledon tennis tournament is turning to the computer.

IBM, as official information technology supplier to the All England Lawn Tennis Club, is supplying systems to provide on-screen statistical information for those watching the matches from their armchairs.

The data from matches being played on the six main courts will be gathered by computer and transmitted to the BBC, which will broadcast the data to TV watchers in the UK and overseas.

Cold comfort for car makers

HOW do you polish unwanted paint from plastic car bumpers during the production process? Freeze it, is the answer from an Anglo-German partnership which has developed a cold gas polisher for the car industry.

The three West German companies, Bayer Chemicals, Johannes Lubbering, of Herzbrock and Meeser Griseheim, together with Ingersoll-Rand, of Stratford-upon-Avon, which is marketing the polisher in Europe, believe the polishing technique will enable the car industry to use bumpers which it formerly had to discard because they were faulty or blemished in the painting process.

The polisher works by blasting the surface with cold nitrogen gas. As it cools to a temperature of -20 deg C, or less, the plastic surface becomes brittle and so can be polished. As the surface warms up it becomes flexible again.

No paper, no pictures

INFORMATION technology has long promised to deliver the paperless office. But one computer development which could relieve the office from mounds of paper files is document image processing — where a piece of paper, such as a form, invoice or diagram, is copied directly into an electronic image on the screen.

Once the image is captured, through optical scanning, the images can be

stored on optical disks or sent round a computer network.

One of the drawbacks in the past has been that companies had to buy proprietary systems, but Cornerstone Technology, of San Jose, and Xionics, headquartered in London, have jointly developed a printed circuit board which works with IBM PCs.

The board, sold by Computer Marketing, of Camberley, costs £300 and can match the speed of the dedicated systems, claim the manufacturers.

Profit from insolvency

ONE man's misfortune is another man's profit. That is especially true in the world of insolvency.

To help accountants who deal with insolvencies to speed up the process, an Australian company has introduced a software package in the UK which can work on IBM PCs in the office or on laptop machines — and so can be taken to the client's premises to record information such as creditors or debtors.

The Insolvency package, from Solution 6, of Sydney, can print deposit slips or cheques and keep a full audit trail of all the transactions. It also records the time the accountant spends on each insolvency case.

Mechanical master baker

ENJOY your traditional French croissant while you can — automation is on the way.

A Dutch company, Rijkhaar, of Aspern, has developed a machine which can produce a croissant untouched by human hands. First, it cuts the triangular sheet of dough and rolls it up. Then, in a move which in the past has been manual, it curves the dough into its familiar crescent shape ready for baking.

The automatic curling and bending croissant machine, as it is called, is marketed in the UK by European Process Plant, of Epsom.

Contact: Iris; Israel, 3 571 5315. Australia, UK, 0753 7623 1800. France, 01 34 22 00 00. West Germany, 089 211 13 82. Italy, 02 34 22 00 00. Spain, 34 3 55 55 55. Switzerland, 01 34 22 00 00. UK, 081 346 0247. Computer Mail Order, 081 346 0247. Solution 6, Australia, 012 996 0666; UK, 081 951 5655. Rijkhaar, Netherlands, 345 114441. EPP: UK, 0372 745555.

If only I'd known it was on the cards.

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you're up to date. You think you can

rely on your staff to keep their fingers

on the pulse.

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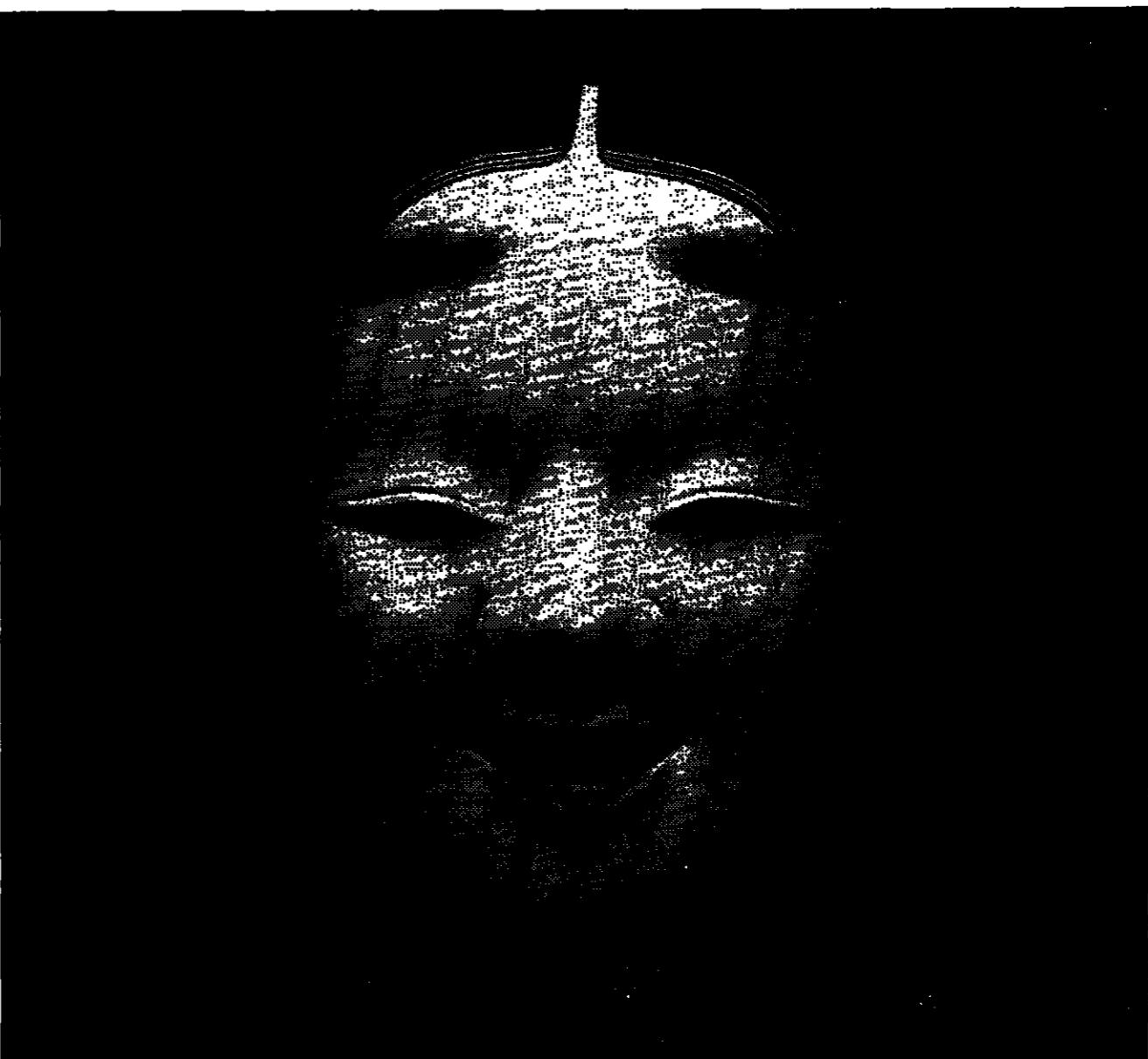
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ARTS

Arts Week

F | Sa | Su | M | Tu | W | Th
25 | 26 | 27 | 28 | 29 | 30 | 31

MUSIC

London

London Concert Orchestra
Puccini Gala Night. Paul Wynde Griffiths (conductor), Elizabeth Vaughan (soprano). (Sat) Royal Festival Hall (925 8800)
Royal Philharmonic Orchestra conducted by Vladimir Ashkenazy. Weber, Mozart, Tchaikovsky (Tue). Royal Festival Hall (925 8800)
Polish Chamber Orchestra conducted by Jan Stanislaw Holst-Eiger, Vivaldi, Bach, Bartók (Wed). Queen Elizabeth Hall (925 8800)
Paris
Edith Gubareva recital (Mon). Berlin Opera (457 1150). Jean-Philippe Collard, Augustin Dumay, Quatuor Ysaye, Faure, Chausson (Mon). Salle Gaveau

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five marvellous songs but Elizabeth Fazal fails to make it endurable. Michael J. Zilk's deservingly bright production comes from the Lincoln Center in New York and is understanding fare (734 9951, cc 836 2428).

Jeffrey Bernard is Unwell (Apollo). Tom Conti is the alcoholic journalist who decides to give up his drinking life, while committing public suicide by vodka. Keith Waterhouse has stitched a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (457 2653).

Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera, based on D.H. Lawrence's 1928 novel. Musically interesting and well directed by Trevor Nunn, a cast of unknowns project the right sense of sordid insouciance. A probable, but unspectacular hit (839 5972).

Bat Stop (Lyric). Glam revival of a 1910s London musical comedy, with Jessie Hall making tank-town "chanteuse" to Shaun Cassidy's Montana cowboy, a partnership forged on Broadway by

(45632030). Murray Perahia, piano. Franck, Schumann, Prokofiev, Liszt (Mon). Salle Pleyel (45632873). Orchestre Philharmonique d'Oslo conducted by Mariss Jansons. Handel, Albinoni, Tartini, Tchaikovsky (Mon), Chatelet (47303222). Orchestre des Jeunes de l'Europe et Trio Wanderer conducted by Sir Yehudi Menuhin and Jiri Mikulec. Smetana's Martini, Beethoven's *Lieder* (Fri). Théâtre des Champs Elysées (47303237). Ensemble Orchestral de Paris conducted by Bruno Campanella. Enzo Dara (Bass). Respighi, Verdi, Cimarosa (Tue). Salle Pleyel (45632873).

Orchestre Philharmonique conducted by Bernhard Klee. Christian Zacharias (piano). Mozart (Thur). Théâtre des Champs Elysées (47303237).

Brussels
I Fiamminghi Ensemble conducted by Rudolf Werthen with Eric Dequèter (Flute) and France Spriguel (cello). Devienne, Haydn, Puccini, Shostakovich (Sat). Cercle Royal Galerie. Nikolai Rakhmaninov (piano) playing Scriabin, Scriabin and Schubert (Thur). Palais des Beaux-Arts.

Berlin
Berlin Philharmonic conducted by Seiji Ozawa plays works by

Stravinsky, Bach and Bruckner (Fri, Sat). Philharmonie.

Frankfurt
Alte Oper. Farewell concert for music director Elihu Inbal with three radio choirs and singers Paul Frey, William Tell, Walton Greenwood, Hans Franzen, Elisabeth Cornell and Margarita Zinermann in Schoenberg's *Gurre Lieder* (Fri).

Cologne
Cherubini Quartet. Mendelssohn, Schumann, Brahms (Fri). A concert with the Greek singer Georges Mustaki (Tues). Philharmonie.

Rome
Gabriele Ferro conducts Petrarca's *Psalm nine*, and Stravinsky's *Firebird Suite* (Sat-Tues). Auditorium in via Della Conciliazione (6541044).

Milan
I Fiamminghi Ensemble conducted by Rudolf Werthen with Eric Dequèter (Flute) and France Spriguel (cello). Devienne, Haydn, Puccini, Shostakovich (Sat). Teatro alla Scala (631 2620).

Madrid
Sinfonietta Orchestra of Japan con-

dured by Shiseo Genda. Shostakovich (Mon), Keiko Abe (Wednesday), Masao Fukuda, Takeshiyo Toyama (Tues), Ryukube (Fri). Auditorio Nacional de Música (337 01 00).

Vladimir Orshnikov (piano). Prokofiev, Rachmaninov, Tchaikovsky (Fri). Auditorio Nacional de Música (337 01 00).

Belgian Chamber Orchestra with Rudolph Werthen, conductor and first violin. France Spriguel (cello). Boccherini, Haydn, Vivaldi (Wed). Kennedy Center Concert Hall (467 4900).

Barcelona
Chicago Symphony Orchestra conducted by Michael Morgan with Joshua Bell (violin), Steven Issens (cello), Jeffrey Kahane (piano). Royal Concert Hall, Carnegie Hall (212 587 5000).

Washington
National Symphony Orchestra conducted by Mstislav Rostropovich. Olinde, Deak, Malins, Doppler, Gould (Thur). Kennedy Center Concert Hall (467 4900).

Chicago
Chicago Symphony Orchestra conducted by Michael Morgan with Joshua Bell (violin), Steven Issens (cello), Jeffrey Kahane (piano). Royal Concert Hall, Carnegie Hall (212 587 5000).

London
Royal Opera, Covent Garden. Simon Rattle makes a belated debut conducting the new production by Bill Bryden of Janácek's *Cunning Little Vixen*.

Thomas Allen, Lillian Watson, Diana Montague, Robert Tear, and Gwynne Howell head the large cast. Final performances of the much-loved *Dream* revival, with Carl Van Vechten, Eva Randava, Alice Stohler, and Senya Leifler in leading roles; Simon Edwards conducts.

Royal Ballet, Covent Garden. Revival of *Romeo and Juliet* (Fri and Mon).

English National Opera, Coliseum. End of the ENO season: one performance each of Robin Holloway's *Clarissa* and *The Marriage of Figaro*.

The premiere of Holloway's *Clarissa* (based on Richardson's novel) reveals a score of ravishing and fascinating richness at the service of an exuberantly erotic libretto, conducted by Oliver Keegan, produced by David Pountney, with Vivian Turner, Graeme Matheson-Bruce, Rosamann, Jill Pert, and Justin Lavender in leading roles. *The Marriage of Figaro* in Jonathan Miller's production, brings back Valerie Masterson, Lesley Garrett, and Elizabeth Bainbridge as ENO Matrons, and introduces Steven Page's Count and Gregory Yurish's Figaro (836 5151).

Frankfurt
Alte Oper. Schoenberg's rarely played *Moses und Aron*, in a concert version, is sung by Gerhard Faulstich and William Cochran.

Rome
Teatro dell'Opera. Verdi's *La Traviata* (Miller) conducted by Riccardo Muti, with Paolo Carignani, Anna Maria Capriati, and Alberto Caputo. Also the Kirov Ballet in Oleg Vinogradov's version of *Swan Lake* (467 5753).

Florence
Maggio Musicale. Teatro della Pergola. Giulio Cesare's production of Donizetti's *Parissina*, based on Byron's poem of the same name. Bruno Bartolini conducts an excellent cast led by Mariella Devia, Giorgio Zancanaro and Dario Rafanelli. The opera is given in its full length version (275 2226).

Bologna
Teatro Comunale. Giancarlo Cobelli's production of Verdi's *Zagato*, conducted by Daniela Gatti, with June Anderson, Vincenzo La Scala and Leo Nucci (329 9399).

New York
American Ballet Theatre. The 50th anniversary season includes an all Twyla Tharp evening and the local premiere of *Pygmalion*. *Fringilla* set to music by Michel Colombe and Percy Grainger. Season ends June 30. Opera House at Lincoln Center (362 6900).

Washington
Alvin Ailey American Dance Theatre. The mixed repertory, based heavily on gregor and choreography reminiscent of the golden age of American musicals, remains fresh with a new generation of dancers. Ends June 4. Kennedy Center Opera House.

Barcelona
Gran Teatre del Liceu. Uwe Münster conducts Verdi's *Stiffone*, featuring Piero Cappuccilli, Anna Tomova-Sintow and Jaime Aragall. Ends June 12 (313 92 77).

Tokyo
Theatre Royal. The Royal Welshmen opera in André Messager's *Fortuné*, conducted by Robert Bleier returns. *Der Freischütz* in Achim Freyer's production returns. Also in repertory: *La Cenerentola*, *der Karottenkönig* and a Tomoko Nakamura Lieder recital. Tenor Plácido Domingo appears as Casanova in *Tosca*, with Mirella Freni. In the title role and Ingvar Wixell as Scarpia.

London
Teatro alla Scala. Keita Asari's

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production of *Madama Butterfly* designed by Ichirō Takada with dances performed by Hideji Kaneko, conducted by Gianandrea Gavazzeni (831 91 26).

Teatro Lírico. A new work by the Piedmontese composer Azio Corghi, based on a recent novel by José Saramago, sets against a dramatic background of religious perspectives in 19th-century Portugal. Cast includes Katia Lyytinen, Martha Skrymark, Jean-Philippe Lamont (86 54 14).

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FINANCIAL TIMES
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DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

May 1990: Vol. 20 No. 5

Japan-U.S. Trade Friction Continues amid Harsh Conditions

The Japanese economy was hit by two storms this spring. One is a worsening Japan-U.S. trade friction evidenced in bilateral negotiations under the Structural Impediments Initiative, or SII, following enactment of the Super '91 provision of the 1988 U.S. trade act.

The fourth round of the SII talks in early April focused on issues such as Japan's public works spending and its distribution system. The talks resulted in an interim report under which Japan agreed to work out a 10-year spending plan and to review its large retail-store law.

Although Washington accepted Tokyo's proposals with certain satisfaction, trade friction between the two countries is expected to continue as the U.S. keeps a close watch on the implementation of Japan's pledges.

Japan's Trade Surplus Narrowing
Bilateral economic relations have gone sour against the backdrop of Japan's huge trade surplus with the U.S. The seasonally adjusted surplus has been on the decline ever since October-December 1988, when it peaked at 21.7 billion dollars on a customs-clearance basis. In the first quarter of this year it dropped some 72% from the peak to 15.6 billion dollars. The decline is attributed to slowing exports and a steady increase in imports.

As shown in Figure, Japan's exports decreased in volume because of a slowdown in overseas economic growth and the launch of full-scale overseas production by Japanese companies. In value terms, exports fell on a year-on-year basis due to the so-called J-curve effect caused by the yen's depreciation.

Imports, particularly finished products, steadily increased in volume on strong domestic demand. Import prices rose around 3%, reflecting higher oil prices.

However, changes in the Japan-U.S. trade were meager. Japan's trade surplus with the U.S. dropped only moderately to 10.8 billion dollars in January-March 1990 from 12.7 billion dollars in

October-December 1988. In other words, the ratio of the surplus to Japan's overall trade surplus is not decreasing but is rather increasing. It can therefore be concluded that the serious state of bilateral trade friction will continue for some time.

Fears Caused by Triple Market Decline

The other storm which hit the Japanese economy this spring was the simultaneous drop in the value of the yen, bonds and stocks—referred to as the "triple market decline." The fall accelerated around March 20 when the Bank of Japan implemented its fourth rate cut, the discount rate from 4.25% to 3.5%.

The falls adversely affected the Japanese economy through higher interest rates, an upturn in interest rates and a drop in the availability of funds, and the diminished potential of national income.

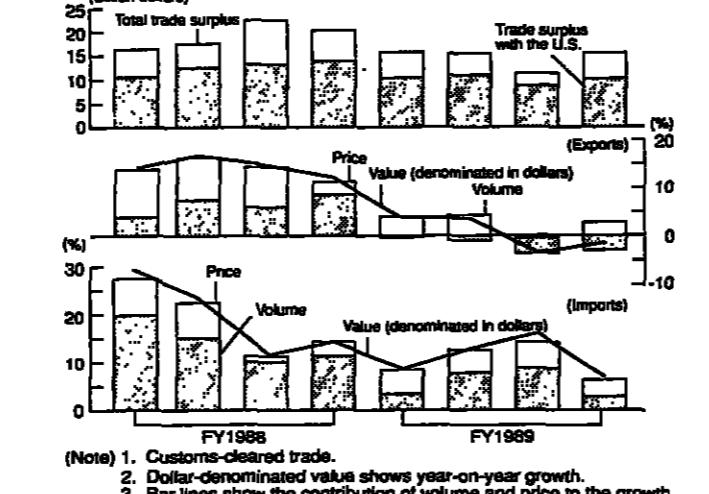
In other words, higher prices and interest rates reduce corporate earnings, while fund-raising costs rise as higher interest rates and lower stock prices push up equity-financing costs. In addition, the availability of funds is tightened by slowed growth of retained profits, difficult equity-financing and restrained bank loans. Accordingly, companies become cautious about investment. These developments act as a drag on corporate capital investment.

Personal consumption on the other hand is restrained by price rises while loans to individuals are curbed because of higher interest rates and reduced availability of funds. It is also affected by capital gains decline with diminished power of national assets and slower growth of bonuses because of lower corporate earnings.

Downward Pressure on Yen Remaining Strong
Under these circumstances, the only way to sustain the economy's rigorous expansion is to curtail the triple market decline. But this is easier said than done.

The triple declines stem from the

Decreasing trend in Japan's current-account surplus



(Note) 1. Customs-cleared trade.

2. Dollar-denominated value shows year-on-year growth.

3. Bar lines show the contribution of volume and price to the growth.

4. The total contribution does not necessarily correspond to the growth of value as there are overlapping factors.

5. Trade balance is seasonally adjusted.

Source: Finance Ministry

weakened yen, which increases inflationary pressures and arouses expectations of higher interest rates ahead, in turn sending bond and stock prices tumbling.

At a meeting in Paris on April 7, finance ministers and central bankers from the Group of Seven major industrial countries reaffirmed their commitment to attempt to contain the yen's decline. The decision was based on the grounds that the yen's decline will expand trade imbalances on the ground that the yen's decline will affect the balance of payments of Japan and other countries.

However, countries other than Japan are reluctant to take fully-fledged action to shore up the yen, fearing that the move will weaken their currencies and add to inflationary pressures.

The yen's weakness reflects many fac-

tors such as a narrowing of Japan's current account surplus, high demand for dollars because of increasing direct investment by the Japanese, instability in the international political arena, the difference between interest rates in Japan and overseas, and the extremely high growth of Japan's money supply.

The first factor, namely the declining current-account surplus and increasing overseas investment, stem from Japan's economic structure, making chances of a shift from the downward pressure on the yen appear unlikely in the short term.

Thus, clouds are beginning to form over future of the Japanese economy and a half in the prolonged expansion is highly probable.

The next clouds are beginning to form over future of the Japanese economy and a half in the prolonged expansion is highly probable.

The third factor is the high demand for dollars because of increasing direct investment by the Japanese, instability in the international

ARTS

The connoisseurship of Consul Smith

"The Merchant of Venice" was how Horace Walpole rather disparagingly dubbed Joseph Smith. The merchant banker, publisher, all-purpose agent and sometime British Consul to the Serenissima was also the architect of the most spectacular collection of contemporary Venetian art in the 18th century. Thanks to its purchase by George III in 1762, the Royal Collection was transformed.

Via Smith came an incomparable collection of Canaletto, and a cache of magnificently Old Masters, including arguably the most famous painting now in the Queen's Collection, Vermeer's "Lady at the Virginals" and a host of Rembrandts and Giovanni Bellini.

It is as a picture collector that Consul Smith is remembered, but his connoisseurship embraced gems, cameos, engravings, books, illuminated manuscripts and drawings. The latter are now the focus of an exhibition on loan from the Royal Library which opened in Frankfurt last year, travelled to Fort Worth and Richmond, Virginia, and makes it only UK stop at the National Gallery of Scotland in Edinburgh, before being repatriated, temporarily at least, at the Cini Foundation in Venice on September 15.

The 60 or so sheets on show reflect the two aspects of Smith's collection: the contemporary Venetian, and the Old Masters. The bulk of the earlier works had been acquired from the heirs of the great Venetian collector Zaccaria Sagredo, who in turn had bought from the Bonfiglioli family in Bologna. Four volumes of drawings by Castiglione — which still constitute the finest holding of the artist's graphic work in the world — and sheets by Raphael, the Carracci, and Guido Reni.

The show is a marvellous excuse to

see some of the finest — and freshest — drawings in the Royal Library. It also offers Frances Vivian the opportunity to publish much of her research on Consul Smith in English for the first time. The selection attempts to reveal as much as it can of the character of the still shadowy figure.

A Marco Ricci pen and ink caricature depicts the spaghettilike Fanfani, the most famous castigate of all time, for whom, like Canaletto, Smith acted as agent. Another shows the portcini "Semestino" on stage with Faustina Bordoni, a reflection of both the artist and the collector's passion for the theatre and opera, indeed, in 1717, Smith had married the silver-tongued diva Mrs Catherine Teuta.

Smith's collection, by Antoni Visentini, was the principal illustrator for Smith's Pasquini Press. The best of the drawings are one of the illuminated title pages that he designed for each of Smith's volumes of drawings, and a series of topographical views of his patron's villa at Mogliano.

But Smith's most eloquent testimony are the drawings that represent the realms of sheets acquired through his friendship with Canaletto, Marco Ricci and his uncle, Sebastiano Ricci. Canaletto and the Consul entered into a mutually advantageous arrangement whereby the majority of the artist's work was handled by Smith, who used his palazzo as a sort of private gallery. It was Smith who negotiated most of the artist's many commissions from English Grand Tourists. He may also have made the inspired suggestion that the artist try his hand at etching, for all these prints are dedicated to the agent.

Here, Canaletto shows himself to be



One of the best surviving drawings by Raphael: "Massacre of the Innocents" (detail)

a consummate draughtsman. Great hatched lines of varying weight, and calligraphic squiggles frame up the plaza of S. Marco from the south corner of the basilica. In a long, low view of the island of S. Elena, broad ink washes catch the shimmering light and heavy heat of the lagoon. Different again are the more nervous touches, and use of the brilliant white paper, of an architectural capriccio.

A number of drawings on show relate to the numerous paintings which Smith himself commissioned. His collection was unparalleled in having both paintings and preparatory drawings. Most usually connoisseurs focused on one or the other.

Marco Ricci's mastery of atmospheric effect, lyrical or dramatic, is all apparent in drawings used for paintings now in the Royal Collection. Note the slashing rain, crackling trees and eerie light of "Herds terrified by a Storm". But it is the sheets by Sebas-

tiano Ricci which dazzle the spectator here. Until the exhibition, some 21 drawings revealing his remarkable range and virtuosity were still housed in a folio album. A selection from these are on display in public for the first time and rarely, if ever, has one seen such near-pristine freshness in Old Master drawings. The tonal range of the washes is breathtaking; the intensity of the coloured chalks almost dazzling.

The treat continues in the gallery with the earliest masters. Here is one of the best surviving drawings by Raphael, made for a Marcantonio print of the Massacre of the Innocents. A delicate Parmigianino finds itself incorporated into what looks like an altarpiece sketch by Ludovico Carracci.

As a spectacular finale we are presented with a wall of bravura oil sketches by the incomparable G.B. Castiglione. In his will, Smith refers

to them as "the most capital of his Performance." The artist is as idiosyncratic as he is remarkable. His fluid line comes from the tip of a brush charged with oil and pigment. There are no pencil lines to guide him, no means of correcting mistakes, but had he made any.

In Deucalion and Pyrrha, the composition of figures rise up to a pyramidal crescendo — the focus, the fine, vigorous profile of Deucalion. Even more Baroque, emotive and ecstatic, is the magnificent Christ on the Cross with angels and a host of mourning figures. Castiglione's line here is lighter but daft, his touches perfectly placed — like the slash of crimson on Christ's brow.

The exhibition, sponsored by Dunas & Wilson, continues at the National Gallery of Scotland until July 15.

Susan Moore

Henry IV

WYNDHAM'S THEATRE

After the recent travesty at the Glasgow Citizens', a theatre long accustomed to using classics as a peg on which to drap the swabes and swags of a suburban dawger's-eye view of design, here comes a sober, straightforward production of Pinterello's cat's cradle of fantasy and reality, identity and time.

The characters are clearly delineated, the relationships carefully observed. And for all its conventionality (even to keeping the 1920s setting of the original), Val May's production has its theatrical moments: echoing sound effects, dramatically drumming lights, the clash of the falling portcullis, as ominous as the sound of the guillotine in *Les Misérables*. Dangerous, that seems the fateful mansion, his bloodied, to his make-believe medieval manors for ever.

As the sun which imperial daylight comes from an accident during a historical pageant 20 years before, Richard Harris makes a key humanistic in Glasgow. Greg Hicks gave Ophelia and Hamlet, not least when finding echoes of that play in the translation by John Wain and Robert Ristey, both in his dismissive "words, words, words" and commenting that his enemy's offence is rank to heaven.

He plays with the others as Hamlet plays in his pretension, now on, now off. "It must be for real, otherwise reality is a joke," he claims of his assumed insanity incidentally voicing the actor's creed.

The most striking moment comes when the mock emperor in his stringy blond wig,

powdered cheeks patched with red, covers his face with his hood, rubs it, and slowly raises it to reveal an old man's face, sons rouge, sons grey, sons everything but a great weariness. "I'm so bloody bored with all of this," he says, admitting his long-concealed sanity with more dramatic effect than I have seen before.

Thereafter Mr Harris proves the stage, an impressive presence with a dangerous unpredictability that above and beyond with the part he is playing.

Tim Goodchild's sets have the slightly specious drama of, say, an Amigros painting (vividly recalled). In the two crucial portcullis that dominate the third-act, and set off the production. The roles of the young people, the Marchese's lover, the Marchese's subdued daughter who eventually rebels — have been curtailed, and the Marchese herself made much more sympathetic than the ravaged Valkyrie (Pinterello's description) warrants.

The intelligent Iain Blair should be allowed greater scope in this part. As her lover, the clownish boy whose malice triggered the disaster so many ears before, Ian Hogg yields the pain to Glasgow's Giles Havergal despite being a more convincing paramour for the Marchese.

Mr Harris, incidentally, was originally announced for the Glasgow production. The present version sets his performance off better, and for all its apparent unadventurousness shows a surer grasp of what the play is about.

Martin Hoyle

The Turning World: Schröder and Vandekybus

THE PLACE

Two modern-dance events last week in The Place's current season of international choreography, *The Turning World*, struck me as the best news in European Modern Dance for a very long time.

Johaim Schröder makes real dances. This is rare in Continental Europe, where you might believe. Schröder — who has been choreographing since 1984, but who only formed his Company Jochs this year — is one of the emerging European members of Mark Morris's Monnaie Dance Group in Brussels. His dances say something that almost no Continental choreographers has bothered with for decades:

"Look at my dancers: how good they are, what they can do." Even within single phrases, the dancing combines fast and slow, up and down, small and large, staccato and legato, gesture and rhythm. Sometimes what the dancers are doing looks absurd, but this is always offset by the sure sense of overall system. The result is highly expressive.

His programme presented five works. *Weg* and *Shoulder to Shoulder* are each for three men and three women. *Weg*, to Messiaen music, is a first introduction to the dancer's style within the narrowest means. The young people's bodies are precisely controlled. The body parts keep a strikingly sculptured firmness, and the sureness of rhythm keeps that lively. This style has weight,

tension, variety. In *Weg* it moves from dancers pedalling along the floor on their backs to quick air turns. *Shoulder to Shoulder*, to Test Department music, has march-like steps, machine rhythms, and drumming fits. It suggests a rock vision of totalitarism.

I'm hammed most by the poetic strangeness of two solos. In *Les Etoiles*, danced to more Messiaen music, Doris Lamatsch showed the intense contrasts of Schröder's style within the narrowest means. In a green velvet cat-length dress, her legwork always intently parallel, she stood on one leg or two or three paced, tipping, arching or gesticulating the while. In one passage, her feet, torso and hands, moved in three different speeds; the third, and final section was all rooted to the spot, her back to the audience. Through all the exact detail, there emerged a constant fixity of purpose, dreamlike absorption in her own action and the surrounding space, and a sense of being free from time.

In *Es Song Vor Langen Jahren*, Schröder danced himself to vocal music by Arvo Pärt. Wearing flesh-coloured underpants and using a pale skin as a mask, he stood to one side, looking a spell by his complete concentration, stretching, bending and pacing, fluttering fingers like wing-tips, etching fine strokes of abstract time.

The Flemish Whim Vandekybus has given his first work here last year. He does not call himself a choreographer, and his second work, *Les Porteuses de Mauves Nouvelles*, which he has directed for his Ultima Vez Company, has about ten basic moves, none of which should be called steps. He has things to say, but he doesn't hurl them at us; he lets them excite and amuse as he keeps playing with them, and he does so with exceptional authority. *Les Porteuses* proceeds like a series of games; board games; party games; solitaire games; playground games; field games; wrestling games. All of them prove expressive and surprising.

Vandekybus entertains every which way. A game is for one, for a group, for male-female couples, for either-sex couples. The daring falls and catches are as expressive as they are exciting. In one remarkable passage for couples, these acts — falling, catching, holding — reach their most dramatic. A man drops on to a woman; she holds him away, her parted fingers prising in to his temple. She holds him, one to touch his ear and hold him in a new clinch. The games people play: a complex picture of human relations has been emerging.

Alastair Macaulay

Janina Fialkowska

PURCELL ROOM

On Wednesday Miss Fialkowska began her three-recital series, in the South Bank's Syzmanowski festival, by wrong-footing us rather seriously. She has shuffled her advertised programmes, and instead of hearing Skryabin's Sonata no. 5, Debussy's *Images II* and Syzmanowski early and late, we got only early Syzmanowski four of Debussy's *Etudes*, Ravel, different Chopin — and no Skryabin. Unless one counted Syzmanowski's op. 4 *Etudes*, which derive unashamedly from Skryabin; and which the pianist delivered with some wit and reasonable polish.

She brought off his op. 10 *Theme and Variations* with resounding conviction, not to say daunting: for nobody can have warned her that fortissimi on the piano in

this hall need rigorous restraint. Hers approached the pain-threshold several times. The suspicion grew that Miss Fialkowska — an early Rubinstein prize-winner whom we know as an artist of delicate imagination, not quite hefty enough for a bigger scale, forcing her tone and diminishing her effects.

Both her Chopin Polonoises, attacked with flair, were unconsciously loud, and sensitive ideas were translated into melodic drama. It was bad luck to turn up with a quite creditable clutch of Debussy *étuves* just when Mitsuko Uchida's dazzling accounts have come out on CD. The printed order of "Pour les huîtres" and "Pour les Quarte" was reversed without

warning, in line with the apparent assumption that the audience didn't mind what they were hearing.

In Ravel's *Miroirs*, Miss Fialkowska gave the impression of recycling performances that have frankly gone off. "Oiseaux tristes" had some poise, but "Nocturnes" was fiddly and bumpy; the notorious repeated-note canonnades in the "Alborada" never began to come right. Wrong harmonies scattered throughout the cycle sounded more like settled misreadings than passing slips. The encore was Chopin's "Winter Wind" study, hasty and inaccurate. This pianist needs to start listening to herself again.

David Murray

May 25-31

ARTS GUIDE

EXHIBITIONS

London

The Tate Gallery. The entire permanent collection has been returned so that the visitor may now take a natural circuit through the newly restored galleries, from 18th century French masters to the most recent of modern international art. It is a crowning triumph. The Royal Academy. Modern Masters from the German Collection — a self-explanatory exhibition of masterpieces of the 20th century from Bernhard Heiliger, Max Pechstein to the likes of Ernst Ludwig Kirchner, August Macke, Lovis Corinth, etc. The Royal Academy. Modern Masters from the German Collection — a self-explanatory exhibition of masterpieces of the 20th century from Bernhard Heiliger, Max Pechstein to the likes of Ernst Ludwig Kirchner, August Macke, Lovis Corinth, etc.

Paris

Carts, coaches and monuments sold in museums and metro stations — sensible visitors to avoid queues at 60 museums and monuments including the Louvre, Musée d'Orsay and Versailles.

Galerie Schmit. French masters of the 19th and 20th century. For the 25th anniversary of its yearly exhibitions Robert Schmit has assembled an impressive collection of paintings. There are works by Pissarro, Degas, Cézanne, Gauguin, Matisse, Modigliani and Picasso. 33 rue Saint-Honoré, closed Sundays and Mondays, ends July 16. (42203636).

Galerie Odarotti-Cazeau. 19th

and 20th Century Masters. A thread of excellence runs through the exhibition, which begins with the Impressionists and ends with an abstract Picasso.

London. Gallerie Gheorghe Brăileanu. Five portraits in a niche of pink and blues. The realism and heavy patina of an early Toulouze-Lautrec — Le Buvard — in contrast to his Jane Avril, expressive of his mature period.

Ends July 11. (4722212).

Galerie Moderne de la Ville de Paris. Yves Van Dongen. 132 works reflect the career of the painter who, as one of the Fauves, always provoking the public with daring juxtapositions of violent colours, charcoal contours and green shadows. The Dutch-born artist goes further and shock with erotic subjects and poses, only to turn them into portraits of the elegant aristocracy. 11, Ave Franklin Roosevelt, Champs Elysées. Ends June 17. (47235127).

Brussels Hotel Communale de Schaerbeek, Place Colignon — treasures of the community. Works by Gustave Courbet, Manet, Courbet, Leibl, Lautrec, Cézanne, Gauguin, Matisse, Modigliani and Picasso. 33, rue Saint-Honoré, closed Sundays and Mondays, ends July 16. (42203636).

Galerie Odarotti-Cazeau. 19th

and 20th Century Masters. A series of exquisite drawings and paintings, which move from a group of baroque drawings of Naples, created by a chivalrous taste to Impressionist-style works in pastel shades which manage to be simultaneously refined and stimulating.

Bologna Galleria d'Arte Moderna. Giorgio Morandi retrospective. Over 200 works lent by Italian and foreign museums celebrating the centenary of the painter's birth. Large-scale portraits, still-lifes and landscapes inspired by the countryside around his native Bologna. Morandi has been described as the painter of silence. Ends Sept. 2nd.

Munich Kunsthalle der Hypo-Kulturstiftung. Theatralische. 15. Joan Miró collection of scurvy sculptures and previously unpublished drawings by Miró will be on display in Munich's Kunsthalle until June 17. There are about 150 examples of the work of the Spanish surrealist artist, who died in 1983 at the age of 90.

Vienna Museum für Volkskunde has a marvellously exotic exhibition called *Jemen*, focusing on the world around the Queen of Sheba. Ends June 10.

Madrid Galleria Nazionale d'Arte Moderna. Fabrizio Clerici retrospective in a labyrinth designed by the artist himself and built in the gallery's workshop. Mostly portraits painted

in the court of Philip II as well as some religious works. Ends June 30.

Academia de Bellas Artes de San Francisco. Marc Chagall. Covers the period between 1951-1964 focusing on Chagall's graphic production and includes 60 lithographs and 40 etchings illustrating texts by Andre Malraux and Louis Aragon. Ends June 10.

New York Chicago Historical Society. The Land of Lincoln dons its most famous citizen in the exhibition *A Home Divided. America in the Age of Lincoln*, with documents, mementos and personal effects of the Great Emancipator. Chicago Historical Society. A portrait of Frank Lloyd Wright's design for an interior window, furniture and silver shows why the details completed the Wright look. Ends June 17.

Art Institute. Before going to the Royal Academy in London later in the year, Chicago gets to see Monet's series paintings, including Haystacks, Poplars and Rouen Cathedral, all from the 1890s. Ends August 12.

Metropolitan Museum of Art. The Russian Taste for French painting, representing three centuries of French masterpieces from the Hermitage and Prado to Matisse. Among the 51 works are major paintings by Watteau, Fragonard, Ingres, Manet, Renoir, Gauguin and Henri Rousseau. Ends July 29.

Washington National Gallery. A joint Soviet-American collaboration brings together Matisse's fruitful and arguably pivotal work in Morocco during his visit in 1912-13 including 23 paintings.

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FINANCIAL TIMES

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Democracy in deficit

HOW DO you vote for, or against, a market economy if you do not know what it is? Yet that is what the Soviet people are being invited to do, in order to give the Government some vestige of the popular authority it craves for introducing a move to regulated capitalism. The move painfully highlights the most striking deficit in the fifth year after Gorbachev: that in democracy.

First, as referendum-constructor, the world over will know, everything is in the form of the question. At its most cynical, the issue could be put as involving an asset for all that is good and for leaving behind everything known to be awful. Only if the Soviet people were offered, with their ballot papers, a dispassionate description of what their government hoped to achieve, together with what they feared might not be achieved, could an informed decision be made.

Even so – and even allowing for the fact that there is a discussion in the press of alternatives, notably in the advocacy by the trade unions of retention of most of the features of the present system – the choice would be a leap in the dark. A "yes" to the market would prove nothing very much, except that the present is a nightmare, from which everyone wants to escape; it might make matters worse, by deepening popular cynicism.

Secondly, and more importantly, a "no" vote would deprive the government and the Presidency of legitimacy. Mr Yury Maslyukov, first deputy Prime Minister and head of the State Planning Committee, has said that "we [the Government] will say goodbye" if the proposition is defeated. But what would President Mikhail Gorbachev say? "Hello, I have another plan."

Rough justice

The proposal to switch to market relations, though formally issuing from the Government, has been developed by the Presidential Council: it was that body which overthrew the previous plan to stick to the command economy. It would be the roughest of justice, and the most transparent of dodges, to hang failure round the neck of Mr Nikolai Ryzhkov, the Prime Minister –

though his neck has looked vulnerable for the past six months.

This means that the referendum is about the Presidency. In taking so many powers as President, Mr Gorbachev had a choice: to make clear that the focus of power had shifted to his office, and to submit himself to competition from anyone willing to take him on; or to act as an enlightened democrat, forcing a more liberal economy and political system on to a country which has not yet produced the institutions and the psychology to develop it autonomously.

Compromise

The first would have been preferable. The second might have been acceptable so long as it was evident that Mr Gorbachev's liberalism has not gone the way of that of previous liberal Tsars, declining through conservatism to reaction. The idea of a referendum is a compromise between a straightforward presidential election and straightforward enforcement of economic liberalism. This compromise is unlikely to please anyone or settle anything.

What we know of the reform itself is promising, especially in the hints of demonomopolisation, and the conversion of the enterprises into companies with shareholders (though most of the importance will be in the details, and most of the hopes for success lie in the implementation). But it looks a forlorn hope that the sacrifices will be rendered more palatable by a referendum apparently undertaken as a sop to the unions.

The democratic deficit may be defined as the widening gap between the interests, programmes and intentions of the groups into which Soviet society is dividing and the possibility the people have of expressing their preference for one against the other. Creating a democratic society on Soviet soil is one of the more arduous tasks in world politics. But Mr Gorbachev has gone too far towards it to have any chance of returning to autocratic rule and not far enough to gain popular legitimacy for radical reform. He must move decisively towards creating the institutions of democracy, starting with the Presidency.

Sex equality in pensions

THE days are numbered for company pension schemes which continue to provide discriminatory pensions and other benefits at different ages for male and female members. This is the message to UK employers from the European Court of Justice.

Enshrined in the recent judgment of *Barber v Guardian Royal Exchange Assurance* is the ruling that a pension paid under a contracted-out private occupational scheme falls within Article 119 of the Treaty of Rome. Pensions must comply with the equality requirements of that article in the same manner as pay.

Some pension experts are still debating whether the judgment should be regarded as applying only to the particular circumstances of this case, which involved redundancy rather than retirement. But most are now accepting that the judgment has established the general principle of equality in pension schemes and that other cases before the court will simply confirm this requirement. In the circumstances employers need to look afresh at their company pension arrangements to bring about equality. The previous argument that company schemes should not be required to introduce a common pension age until the state social security system has equalised the state pension age is no longer valid.

The state scheme is not directly affected. However, this judgment surely now imposes on the Government a duty to set out its detailed intentions towards state pensions. It is no longer an acceptable excuse for ministers to suggest that the Government should wait for the third EC directive on pensions equality before acting.

Firm indication

For one thing, many company pension schemes model their pension ages on the example of the state scheme. Employers need a firm indication about the age which the Government intends to select as a common pension age. The age of 63 has been put forward by several bodies as the most suitable, for a variety of reasons. But there has been no reaction from Government.

Second, the judgment high-

Highly misleading

It is highly misleading for the Government and civil servants to imply that they must stall for several years until the directive becomes operative because of the problems that would otherwise arise. The UK would not be alone among EC members in adapting an existing common pension age to whatever requirements are imposed by the directive.

Finally, there is the question of costs. It could be expensive for employers to equalise benefits in company schemes, particularly if it is held that the judgment gives all existing male employees the right to a full pension at age 60.

The vast majority of company pension schemes are at present financially healthy. However, the Social Security Bill proposes to earmark these schemes' surpluses to pay for pension increases. Employers with company pension schemes have already seen their costs escalate as a result of successive pieces of legislation enacted or imposed. Presumably, these burdens have been offset by the favourable investment conditions of the past decade – and more than offset, to the extent that many companies have been able to take contribution holidays. Yet now these fat years could be coming to an end and employers face the prospect that they will soon need to resume contributions at a higher level than before.

Many employers may be tempted to exercise one of the few free judgments left to them – whether to continue providing a salary-related company pension scheme or to switch to some other form of pension provision where costs are controlled and containable.

Foggitt on his own

BILL FOGGITT has been wearing his overcoat in Thirsk this week in defiance of a crop of reports declaring that global warming and the greenhouse effect are with us.

Foggitt first noticed a green-house effect in 1986. That was the year that gales blew his greenhouse away. He has not had one since.

"Naturally I get worried when Prince Charles says we have to do something about it. It's a good thing he is getting involved," said Foggitt. But while he admires the Prince of Wales, Mrs Thatcher and a number of other leading greens, Foggitt remains unconvinced that global warming is happening.

Some of the locals in Thirsk have embraced the theory with jokes about "Doncaster del Sol". Foggitt, however, is immovable in his belief that a little ice age is nearly upon us. "Some American friends were telling me New York had just had one of its most severe winters for many years and we have a few frosty nights in Thirsk recently," he said.

Bitterly cold north west winds were still blowing in Thirsk yesterday, but Foggitt said the cold spell was nearly over. Now he is praying for rain. Thirsk has had nearly an inch of rain so far this month, but it is still not enough for the farmers. "I don't like the way they look at me," he confessed.

Fowler's job

Absolutely fitting that Sir Norman Fowler, the man who left the Cabinet to spend more time with his family, should have become a non-executive director of the National Freight Consortium. When he was an opposition spokesman in the 1970s, Fowler produced a pamphlet on transport policy on the theme of *Meat to Live*.

The ads are very striking.

It is notable, however, that

Hide the meat

The Meat & Livestock Commission, the regulatory body of the British meat industry, is about to launch a £1.2m advertising campaign in the national press on the theme of *Meat to Live*.

The ads are very striking.

Capel coup

Here is a real commercial coup to come out of events in Eastern Europe. Zsigmond Jarai is resigning as Hungary's deputy finance minister to join

the privatisation of what

Tory Marx

I have a very loyal helper in this office who is a staunch Conservative and an active party worker. Recently, however, she has taken to borrowing my copy of *Marxism Today*. She takes it off to her constituency headquarters, where she says it goes down very well. The latest issue has an article on Michael Heseltine headed *The Prince*. The constituency workers will enjoy it, she thinks.

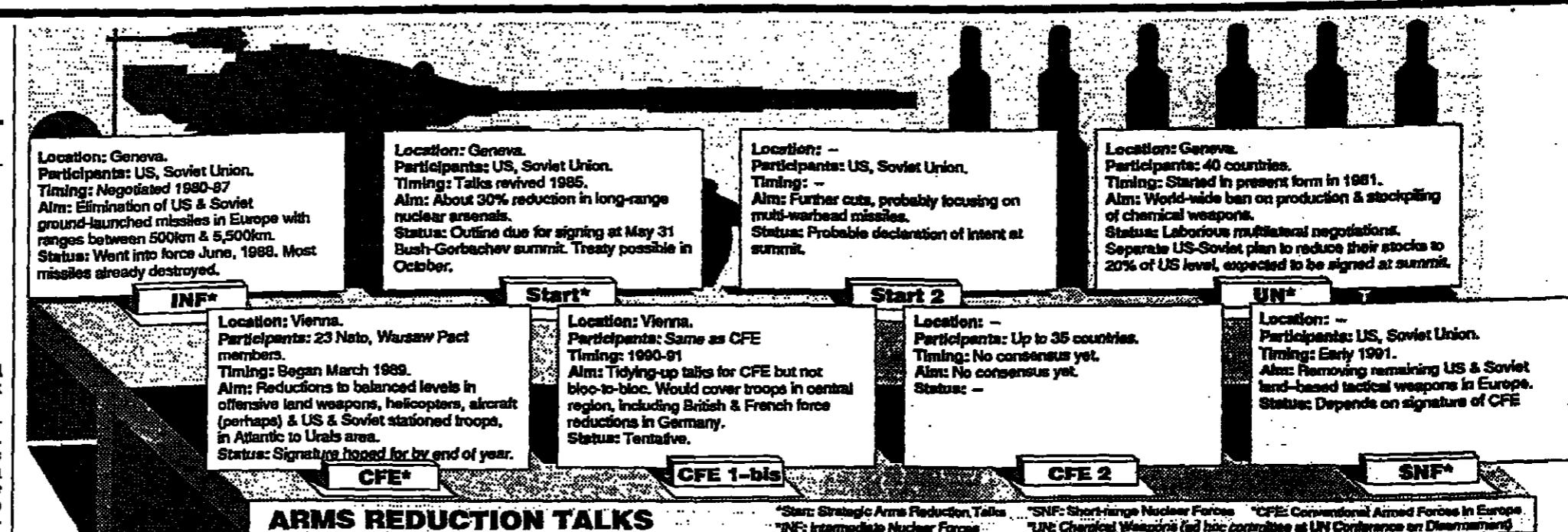
Poor Scots

To reinforce his case for the virtues of European Monetary Union, Sir Leon Brittan, the EC vice-president, yesterday produced a facsimile of an 18th Century Scottish banknote which was printed shortly after the union of England and Scotland in 1707.

According to the inscription,

Labour's bid

The Labour Party's new policy document, *Looking to the Future*, has a glossy cover picture of a woman holding a child. The woman has no wedding ring, though it looks as if one might have been removed. Clearly a bid or the single parent vote.



Disarmament has been overtaken by East European events, says David White

The eclipse of the arms talks

way? Might not the negotiating effort simply be wasting time and money?

In conventional arms, western officials are becoming increasingly worried about not getting a treaty including all they want to include by the year's end. They complain of unhelpful recent Soviet proposals and an apparent lack of clear instructions from Moscow.

A range of explanations – not mutually exclusive – has been put forward.

● Growing military clout in Moscow, and deep unease in the armed forces in the face of big cuts and the prospect of losing East Germany to Nato. Marshal Dmitri Yazov, the Soviet Defence Minister, has said explicitly that the military was putting a brake on the Vienna talks. The military is also thought to have insisted on tougher terms in Start.

● A "system overload" in the Soviet administration, with difficulty in dealing with all the negotiations together.

● The German factor. Overriding Soviet preoccupation with the Two plus Four talks on German unification has been shown by a slowdown in recent Soviet unilateral withdrawals from East Germany.

● In Vienna, the increasing difficulty for the Soviets in presenting joint Warsaw Pact positions.

● Difficulty over proposed "sufficiency" rules limiting any one country's holdings with each alliance. If the Soviet Union is effectively on its own, it will suffer a heavy disadvantage.

● "End-game" tactics to win better treaty conditions.

Nato is anxiously awaiting fresh signals from the summit. Mr Francois Heisbourg, director of the London-based International Institute for Strategic Studies, believes that if the summit does not break the log-jam, "then it truly means the Soviet system is in really deep trouble."

But how much are the treaties worth? One senior western negotiator in Vienna asks the question: "If the Soviets are unwilling to do it, how far should the West go?" Why can governments just get on with scaling down their own forces, now that the theoretical threat has receded any-

although it looks as if these might be broken down into regional groupings. France wants all 35 (or after German reunification, 34) countries belonging to the Conference on Security and Co-operation in Europe (CSCE) framework. Other western – and Soviet – officials believe that, if political progress continues, neither side will use its permitted levels. Mr Heisbourg says it is "difficult to prove that it will increase harmful . . . It is probably not harmful but it is not clearly beneficial."

The proposed conventional arms treaty, Mr Bill Hopkins, the head of the Ministry of Defence's arms control unit admitted last week, is "not a perfect solution, but the best we have in hand." He told a rather surprised audience at the Royal United Services Institute: "It will not be a total disaster if we do not get a treaty."

Arms treaties were to be the instrument of change in the security of this most militarised of continents; now they are following in the wake of change in East Europe

Failure would not enable the Soviets to stay in eastern Europe, or to count on it as a strategic asset. Eastern Europe's revolutions have changed the strategic situation as much as, and probably more than, the arms talks set out to.

CFE is based on a principle that has become a fiction – the preserving in aspic of two alliances, balanced against each other, at lower levels of armament. Whatever further negotiations there are, the days for negotiating by blocs are counted.

The CFE participants are unlikely to proceed further on this basis except to tidy up loose ends, although diplomats at Nato argue that some "team discipline" will continue to be needed to make arms control manageable.

There is no consensus in the West about who should take part in any further multilateral initiatives, which

would require a massive unilateral exercise for seven years.

Second, both would set up an intricate machinery of verification. In Start, for which trial pre-treaty inspections have already begun, this would mean Soviet and US officials visiting each other's most sensitive military sites. In CFE it would become a massive multilateral exercise in openness.

Third, agreements are needed simply to keep the process going. The CSCE summit planned for the end of the year will not happen if there is no CFE pact to sign. Western officials see a negotiating outcome as helping Moscow to legitimise its exit from the territory of its allies and avoid humiliation. Even if, as seems probable, the Warsaw Pact countries will now fall below some of the limits proposed in Vienna, a treaty would make that reality less painful.

Western negotiators are concerned that if a CFE treaty is not tied up this year, there will be diminishing returns.

The blockage at Vienna is now mainly to do with aircraft. Initially, the US and its allies did not want to discuss aircraft at all. But now that a Soviet army pullback is in sight, the issue of Soviet airpower has become increasingly important in Nato's priorities. Negotiators think this year may be a "now or never" opportunity to get a deal, but a big gap remains between the two sides' proposals.

Difference on definitions or numbers in other categories of equipment – tanks, armoured combat vehicles, artillery and helicopters – are closer to being resolved. Western negotiators think the treaty can cope with German unification with "minimal" adjustments.

Even if both treaties are signed this year, however, there is still ratification. The US Senate would be expected to take three to six months on each, which means it would be the end of next year before both were ratified, and any heavy-handed Soviet move in the Baltic states could threaten Senate approval of Start.

There is also the question of ratification by the new Soviet Congress of Deputies. This is the first time there will have been a real discussion. A US official says approval is "not a foregone conclusion." Soviet negotiators have learnt from the Americans how threats to ratification can be used as a negotiating technique.

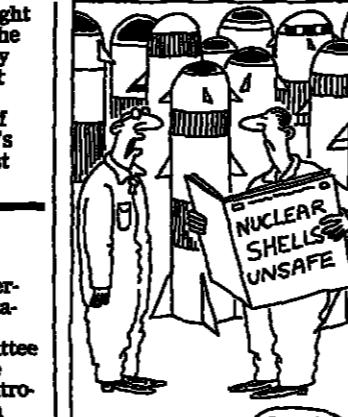
Signatures would trigger a series of more talks. Americans and Soviets are already groping towards a "Start 2." Moscow would like to bring other nuclear powers in, but not necessarily immediately. "We are realists. We understand that they are not prepared to join this process," says Mr Yuri Nazarkin, chief Soviet negotiator in Start.

There is likely to be at least an appendix to CFE at which troop levels in the central region, including British and French forces in Germany, would be discussed. Some allies want to press right on with further talks; the US, wanting a breathing space, is not wildly enthusiastic. In short-range nuclear forces (SNF), Nato quarrelled last year about whether to negotiate. It is now willing to start talks straight after signature of CFE.

Nato has already set a time limit on its SNF weapons but dropping plans to update them. Since it has decided that without a central front there is no need to have these weapons on the ground, it could go about disarmament unilaterally.

Equally, in other areas of equipment and manpower, budget pressures throughout Europe and North America will ensure cuts are made. That is another route to disarmament. It could be quicker, but also messier and certainly less reassuring.

OBSERVER



James Capel & Co in London

Jarai was recruited by Capel's Mark Odescalchi, whose Italian-sounding name should not conceal the fact that he is himself of Hungarian origin. Odescalchi first met Jarai in Budapest a year or so ago, and was quick to move this year when Jarai suggested early this year that he would like a spell abroad outside the government sector.

Much of Jarai's recent work has been in developing the Budapest Stock Exchange, of which he is chairman. He moves to London on September 1 to assist Capel in its activities in Eastern Europe and the Soviet Union. The 35-year-old Hungarian also speaks Russian and German, as indeed one would expect.

On the cover there is a picture of an idyllic English village nestling in the fields with a shepherd looking on. There is not a single animal in sight.

Finally, I have started receiving information about vegetarian dog food and health food for cats. One note says that Sir Winston Churchill's poodle thrived on this sort of thing.

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POLITICS TODAY

Not yet time to lift sanctions

By Joe Rogaly

President F.W. de Klerk is nearing the end of his nine-nation tour of western Europe. As he prepares to go home to South Africa tomorrow he trails an obvious question behind him - "when should sanctions be lifted?" My answer is: very soon I hope - but when the time comes not all at once.

This is an entirely political proposition. I shall seek to justify it, but first let it be acknowledged that the price in terms of economic hardship is being paid by South Africans, most of them black. Ourselves, including outside commentators, feel not a scratch. Thus we all need to recall the harsh reality of our subject matter. "I have seen for myself the dreadful conditions in which many black people are forced to live," Mrs Lynda Chalker, the British Minister for Overseas Development, told a meeting of the South Africa Foundation in London on Tuesday. "A great proportion... live in shacks - and as many as one in six are homeless. Health care... is rudimentary." Mrs Chalker is a Tory minister who has to do what she can to manage a miserably insufficient aid budget; nevertheless she did not prevaricate. She reminded us that black children had only a sixth as much spent on their education as their white counterparts. In Botswana, a South African tribal "homeland", there was just one doctor for every 16,000 inhabitants, as against one for every 7,000 in Botswana, Zimbabwe and Zambia.

The truth is that while South Africa is by far the richest country in black Africa it has one of the highest levels of economic inequality in the world. "It may be obvious to the economist," said Mrs Chalker, "that a privileged life-style enjoyed by the few at the expense of the many cannot overnight be extended to all. But that is the hard message to sell to people who live in tin shacks miles from the nearest school or clinic."

This is where politics does battle with economics. There is no escaping the need for a redistribution of wealth and income, but if it is taken too far the generation of new wealth will cease. Fresh investment from outside is therefore imperative. Mr Gavin Rely, immediate past chairman of the Anglo-American Corporation, said on Wednesday that "we probably need growth of well over 5 per cent to enable us to bring higher standards of living to our swiftly increasing population and to properly address our social imbalances." As Mr Rely argued, economics therefore suggests a turnaround from sanctions to inward flows of aid and, most importantly, capital investment. In my view politics tells us, wait a second or two - first ask how these desirable ends are to be achieved, and what kind of settlement will best achieve them?

The textbook answer is that the task can only be done by providing a climate in which free enterprise can flourish; that in turn requires the rule of law under a democratic government whose legitimacy is widely recognised, plus an electorate that can think through its pangs of hunger to a sophisticated appreciation of the

merits of a social market economy. President Gorbachev is gambling on the existence of such an electorate in the Soviet Union. We must pray that he knows what he is doing. The magic wand that can create the necessary polity in South Africa has not been invented. To achieve even an imperfect version of it will be a long, painfully slow, process.

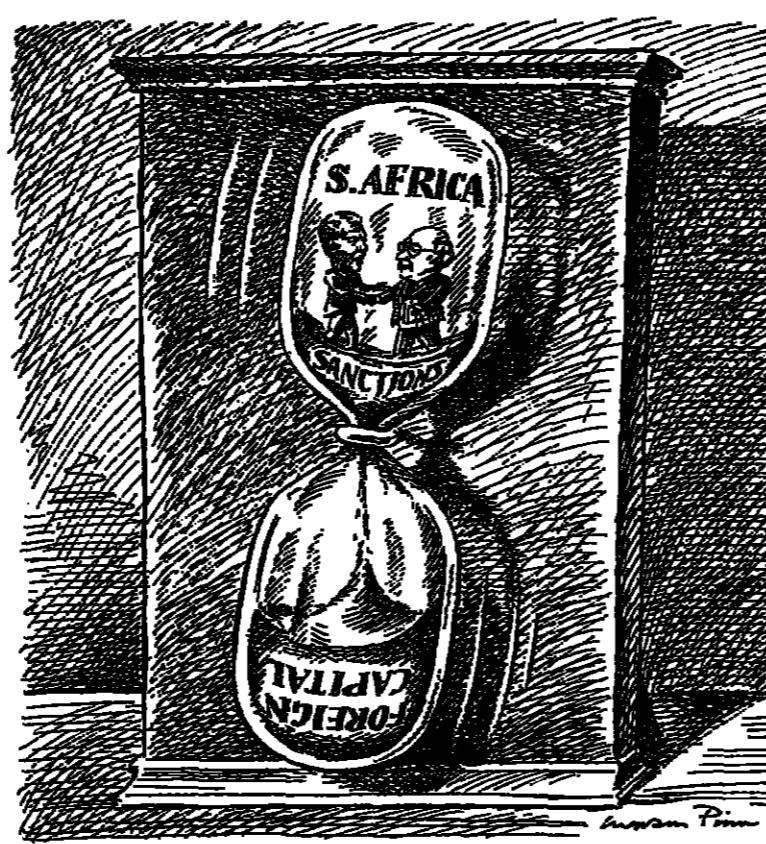
Mr Rely's speech, which reads like a lecture on current western economic thinking, is part of the effort. It was delivered to a consultative "Business movement/ANC" conference in Johannesburg. The African National Congress, which is a coalition one of whose allies is the South African Communist Party, will not be persuaded to abandon its socialist dreams by one conference. Yet it is encouraging that Mr Nelson Mandela, addressing the same audience, gave an exposition of the ANC's views that showed that it is well worth trying.

He spoke of nationalisation as one option to be debated, repeated his belief in a multi-party system, talked

of the Monopole Commission in Britain, floated the idea of a public housing corporation and so on. He did not expound a socialist blueprint. "We are very conscious of the critical importance of... the confidence... of both the national and the international business communities and investors," he said. "We can therefore have no desire to go out of our way to bash them and to undermine or weaken their confidence in the safety of their property and the assurance of a fair return on their investment."

It is here that we get to the nub of the matter. There will be no democratic government, and no properly-tuned electorate, if some of the other Rip van Winkles of the ANC are not persuaded to accept that state socialism has been a miserable failure wherever it has been tried. Some readers may say, why depend on the ANC? The answer is that in the absence of any elections or referendum the best available evidence suggests that Mr Mandela and his colleagues command the support of the majority of South African blacks, and not a few coloureds and Indians, plus a tiny sprinkling of whites. Chief Mangosuthu Buthelezi's Inkatha movement is pro-capitalist and anti-sanctions, but its support extends to a majority of Zulus at best.

Mr de Klerk has shown by his



actions that he appreciates the importance of the ANC, which is beginning to look like the preferred future coalition partner of the Afrikaner Nationalists. This week a group of retired South African army officers visited the ragged military branch of the ANC in Lusaka. South African business leaders, led by Mr Rely, have expressed the same awareness of who the inheritors of the Afrikaners' political power are likely to be.

With the exception of Chief Buthelezi and Bophuthatswana's President Lucas Mangope, tribal leaders have shown by their actions that they, too, know which way the wind is currently blowing. When the winds finally get a chance to vote in a free contest the fiercely proud Pan Africanist Congress, or representatives of Black Consciousness, or others, may give us an unpleasant surprise. Meanwhile, ANC headquarters is the place to go.

This is where sanctions come in. It is impossible to estimate the effect of official sanctions on the rate of growth of the South African economy. So-called private sector sanctions and financial institutions have been understandably reluctant to invest in an unstable, partly Third World, country at the tip of Africa. This observation should not be used as an excuse for keeping official measures in place. Decisions to lift sanctions, made by the European Community, the Commonwealth, or the US Congress, would constitute signals to the boardrooms of the world's private lending institutions. When should these decisions be made?

The answer is, when the world becomes certain that Mr Mandela and Mr de Klerk will be able to persuade their own supporters that such-and-such a negotiated settlement is worth

accepting. The South African Cabinet does seem to have made up its mind to accept a one-man-one-vote constitution. Its primary purpose at the negotiating table will be to carve out areas of local responsibility for its own people to run. It will also seek to maintain capitalism in place, and use complex constitutional arrangements to entrench various individual and collective safeguards. Politics at the centre of government will, it appears, be blacked-out. Once all this is out on the table and demonstrably irreversible the case for heavy sanctions designed to pressure Mr de Klerk will be dimmed for the ANC to sustain, although much will depend on the details.

Getting to that point may take another six to 12 months, during which the EC and Washington could well indicate that if the ANC is consistently unreasonable, such and such a sanction will be lifted, while if Pretoria turns, or fails to control its police, the process will be reversed. The EC may set itself on such a course at its summit in Dublin next month. It may consider a symbolic gesture of encouragement to Pretoria. The US is awaiting a visit to Washington by President de Klerk and an address to both houses of Congress by Mr Mandela. President Bush is constrained by the Comprehensive Anti-Apartheid Act of 1986, which imposes the severest of official sanctions but does provide for relaxations.

The purpose of such a step-by-step approach would be to get the parties to the negotiating table as soon as possible and pile on the pressure for as rapid a process as possible. The more that our two southern Gorbachevs, Mr Mandela and Mr de Klerk, deal with one another the greater the suspicions likely to be aroused at the fringes of their respective constituencies. Time is becoming short. The two leading protagonists plainly depend on the approval of the outside world for each move they make: why else would they pause between every act and take bows on a world tour, as both of them seem to be doing?

It would be foolish to believe that this process can be governed by political fine-tuning from abroad. You can not sensibly tie a sanction to a subsection in the constitution, and should not try if the general import of that constitution is right. But insofar as Washington, London, and other EC capitals can influence the general trend of events, they will soon have an opportunity to do so by starting to lay down the sanctions cards in their hands, one by one, over a period that one must hope does not have to be measured in years. Mrs Margaret Thatcher is wrong about sanctions: they have had an effect, and there is still some mileage in many of them. But that will soon be played out, after which it will be time to welcome South Africa back into the world community.

If the ANC wants to get ready to crown such a victory, I suggest it instruct one of its officers to broker a rugby tour by the French, the All Blacks, or, best of all, the Lions. Call me optimistic, but pencil in somewhere in mid-1991.

LOMBARD

Scant reward for the miners

By David Thomas

The Yorkshire and Nottinghamshire miners who reacted angrily to the news this week that up to 7,500 miners jobs are to go by 1993 have a point. British Coal's workforce has delivered everything that has been asked of it since the end of the miners' strike.

More than half the industry's senior managers have been shed and almost 100 pits shut, while output from the deep mines has declined only a whisker. As a result, productivity has more than doubled. The claim by Sir Robert Haslam, British Coal's chairman, that the restructuring has been the most radical in recent UK industrial history is difficult to dispute.

This chronic confusion is due to the air of uncertainty in the industry, which top management claims in part for the rash of unofficial disputes in the Yorkshire coalfield last year. It is also potentially destabilising for the Government's larger game of introducing competition into the privatised electricity industry. The three year coal contracts, part of transitional arrangements for electricity's transfer into the private sector, were negotiated under heavy supervision from the Department of Energy. Civil servants continue to take a keen interest in electricity's coal purchasing arrangements throughout the 1990s unless British Coal is privatised.

British Coal's top managers seem to be in two minds about living in a twilight zone between the Energy Department and a privatised electricity industry. Take coal imports as an example. On the one hand, they profess to be happy to leave imports to the market: the generators could not substantially boost imports without driving up the price of imported lignite fuel coal. On the other hand, they appear comfortable with the coal industry's traditional way of influencing such decisions: a discreet word in Whitehall about the potentially devastating impact on jobs in the politically sensitive Nottinghamshire coalfield.

The Government is in danger of ensuring that coal and electricity, two industries whose fortunes are destined to be intertwined, live by quite different rules.

LETTERS

Committed to improving the quality of training

From Mr Michael Howard MP. Sir, Your editorial comment ("Mr Howard's own goal," May 23) criticises the Government's funding of training.

Let me emphasise again that my aim is the upgrading of skills in the nation's workforce and the guaranteed provision of worthwhile training opportunities for school-leavers and long-term unemployed people. We are achieving this on a massive scale through our training programmes and through the enthusiasm of the new Training and Enterprise Councils.

Voluntary organisations have made a tremendous contribution to our training programmes. Contrary to the allegation in your editorial, the "groups on the margins of society" that you mention will continue to be expertly trained, by voluntary organisations - and

other training organisations, including employers. Furthermore, training for these groups will continue to attract a more generous contribution from the taxpayer than do other participants in our training programmes.

Providers of employment training will on average have their grant not "sharply pruned" but reduced by 4 per cent compared to last year, when the funding included start-up costs. As you acknowledge, I can make no commitment to ensuring that every provider of training last year will remain a provider of training this year and every year after. My priority is to ensure that the training we need is provided, not that individual providers' livelihoods are secured.

You and I agree that the UK must increase its investment

in training. We disagree on the share of the investment to be borne by the taxpayer.

Let us put matters in perspective. Over the last four years government spending on training has increased by 60 per cent at a time when unemployment has fallen by 50 per cent.

It is not in the least surprising that we are now seeing some adjustment in the context of the very sharp fall in unemployment that we have seen in recent years, the fall in numbers of school-leavers, and the increased contributions of employers to the cost of training.

Employers too must "invest in human capital on the scales taken for granted in many competitive countries" (your words). Many prominent UK employers, and the Confederation of British Industry (CBI), agree. There is every indica-

tion that employers are increasing their training investment: their contributions to the cost of the Youth Training Scheme (YTS) increased sixfold between 1985 and 1989, from £28m to £200m.

We remain completely committed to the government guarantee. I am personally committed to maintaining and improving the quality of training and to making sure that our people have the skills they need to compete in the 1990s. So are the many business-leaders and others who are actively involved in the Training and Enterprise Councils. All the indications are that together this is precisely what we shall achieve.

Michael Howard,
Secretary of State for
Employment,
Cabinet Office,
Tothill Street, SW1

Towards a denial of democratic capitalism

From Mr Philip Chappell.

Your thoughtful contributions on May 20, John Pienaar's article on institutional ownership ("The limits of institutional power") and your editorial comment ("The role of shareholders" highlighting the dilemmas that now faces capitalism in the stock market).

Conflicting philosophies from Adam Smith to Hayek and Popper, have emphasised that the moral justification of capitalism depends absolutely on millions of separate decisions being taken by consumers every day in a genuinely free market: the philosophy of capitalism and the politics of democracy go hand in hand.

But the present ownership of listed companies in the UK is rapidly becoming a denial of this pattern of democratic capitalism. Fiscal policy may have concentrated actual power in the hands of financial institutions, but it is trying to square an impossible circle if they are then asked to behave as owners rather than the trustees they really are.

The happier solution is to restore both power and ownership to millions of individual investors and allow them to make their own choices. Those who argue that individuals are ill-equipped to do so are denying the first principle of capitalism - and forgetting that David Ogilvy's aphorism: "The consumer is not a moron - she is your wife," is equally

applicable to personal investment.

It is against this philosophical background that the Coal Board Pension Funds' bid for Globe must be viewed. It is not their accountability so much as the reduction of shareholder choice, which is the key issue.

Government has tilted the fiscal playing field against the private investor - only the Government can show its genuine commitment to wider ownership by referring the bid.

Philip Chappell,
Association of Investment Trust Companies,
Park House,
16 Finsbury Circus, EC2

monitored by the quotation department.

They could embody one or more of several well-discussed ideas (such as board committees which must approve certain corporate policies or actions; brief annual reports by the independent directors on the areas entrusted to them; the separation of the chairman and chief executive roles; the appointment and terms of service of the independent directors.)

At the moment, non-executive directors, often not really independent, can only advise and persuade in private, or blow a whistle in hopes that institutions will intervene, or resign: not with very impressive armoury. However well-qualified they can make no real headway against an entrenched management which thinks it knows better or does not want to hear.

If the institutions persuade the authorities that commercial realities should be adapted to live up to the legal theory that boards monitor management - there will be no need for them to become shadow managers. They (and individual shareholders) can support independent directors equipped with real authority to protect shareholders' interests.

Michael Franks
Silicon Bridge,
Webbs Barns,
Mapledurham,
Basingstoke, Hampshire

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Get the facts from Bill Badcock,
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Wigan Metropolitan Borough Council,
PO Box 36, Civic Centre, Millgate,
Wigan, WN1 1YD, UK.
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No sweetener to go with this economic pill

Quentin Peel reports on Nikolai Ryzhkov's plan to switch to a market economy

THE Soviet Union's stolid Prime Minister, Mr Nikolai Ryzhkov, yesterday presented a plan to switch to a market economy which seems to combine the worst of all possible worlds.

He spelt out a string of price rises, not only for basic foods like bread and meat, but for important industrial products - fuel and energy up 82 per cent, iron and steel up 71 per cent - without producing any clear proposals for the institutional and economic reforms which might go with them.

In the words of one western economic observer, "it was a mixture of horrific price rises, and pious hopes." The only sugar on the pill has been the promise that wages will be allowed to rise by almost the full extent of the price increases.

In an effort to soften the blow of economic reform, popularly regarded now as a fearsome prospect, Mr Ryzhkov seems to have removed all the benefits of a rapid move to the market and left only the penalties of trying to raise prices to world levels.

Even then, he warned that the consequences would still be grim. He forecast a "marked fall in production and a reduction in capital investments," particularly in the next two years, as the central planning system tries to hand over to something christened a "regulated market economy." Even Mr Gen-

nady Gerasimov, the official Foreign Ministry spokesman, believes that phrase is an oxymoron.

The Prime Minister, a competent and likeable engineer who was once manager of Uralmash, the country's biggest industrial complex, now faces the real prospect of conservatives and reformers gauging up to reject his plan, in spite of Herculean efforts to compromise.

As for the Soviet people, it seems a huge gamble to think that they will vote for a package almost exclusively of price rises when they are offered a referendum on the issue.

Professor Nikolai Petrakov, the personal economic adviser to President Mikhail Gorbachev, has been insisting for months that price reform cannot come before institutional reform: anti-monopoly legislation must control or giant enterprises (like Uralmash) before they have the chance to fix free prices.

Mr Ryzhkov promises that anti-monopoly legislation is in the pipeline, but the 18m-strong government bureaucracy is clearly fighting every inch of the way.

The Prime Minister's task in the reform was thankless. He presented his first effort last December, declaring his intention of managing the transition to the market by continuing the control of the central planning bodies as long as possible.

The immediate result has been four disastrous months for the economy. Industrial production has dropped sharply, while wages and incomes rose by 23 per cent. The Government had to import an extra \$1.5bn in food supplies in the period to make up for the failure of Soviet agriculture.

If the economy continues to develop in this way, then the next steps of the transition to a market economy will be undertaken in even more difficult conditions than now," he warned. Then he went on to reject "shock therapy", and opt for a gradual transition.

Even the promised acceleration of reform seems anything but that. Mr Ryzhkov has stuck to his former strategy of an "administered" transition to a market economy. State procurement orders will remain in place, although it is planned that they will only account for 40 per cent of production by next year.

Even the state supply committee (Gossnab) will stay in existence. Only its officials are being told they must learn how to operate in a market economy.

The government plan is for three phases of transition. The rest of the current year is to "lay the legal basis for a market economy." In 1991-92 there will be "major steps" towards that goal. That means price reform, establishing a social security net, reforming the credit

and banking system, allowing a property market to develop, trying to promote "individual initiative," and attempting to improve consumer goods supplies.

In 1993-95, the process is supposed to accelerate. "State administrative limitations" will be cut back, competition encouraged through anti-monopoly laws, and new incentives to enterprise created.

After 1993, Mr Ryzhkov declared, "the economy will begin to improve."

His presentation was received with deep scepticism. The price rises were advertised in advance, but still shocked. He warned that there would be unemployment - but only temporarily, while those laid off from loss-making enterprises found jobs in the expanded service sector.

He promised that the "constitutional right to work" would be maintained, although the Government would secure employment only "as best it can."

It all amounted to a diet of almost bled, sweat and tears, with a bit of compensation, and one irresistible old-fashioned promise of more production. By 1992, Mr Ryzhkov declared, production of televisions will be up by 2.2m a year, of video recorders by 60,000, and of sewing machines up by 1m.

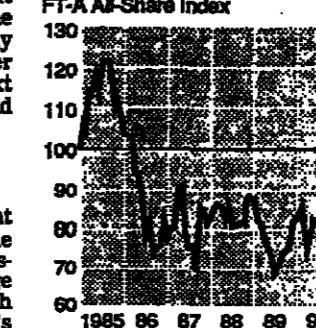
This time, that was the best he could do.

THE LEX COLUMN

The message from BT is heartbeat

British Telecom

Share price relative to the FT/All-Share Index



in a state of flux. Little more than a year ago it was buying new lighting companies. Now it has decided it is not a big enough multinational player and is planning to exit the industry for a modest price.

The defence business would be sold if only a buyer could be found and Rumbelows no longer has much of a place in the corporate strategy. It would not be so bad if the money was being channelled back to shareholders. But one senses that the company is anxious to make yet another bid for a business, which just might not seem to fit three years from now.

Labour policy

The value's lot is not a happy one. Commercial property is barely nine months into a bear phase, but tricky old problems about how to value property in falling markets are rearing their heads again. On Wednesday, the smug Land Securities was revealing that its UK retail and office portfolio appreciated by 2.75 per cent last year. Yet in the same breath, it was warning that the price-tags you can put on the prime locations in the London portfolio, including literally dozens at the core of the City, are not much of a guide to valuing other peoples' buildings.

Yesterday's commendably cautious interim from MEPC made the point still more bluntly, as might be expected from a company with the job ahead this summer of trying to let Alcan Gate. Its 400,000 square feet of offices slap-bang over London Wall. As average yields demanded by institutional buyers of property rise, so capital values are coming under pressure: the problem, with very few large transactions recently, is to put one's finger on just where they are.

True, the bearish trend looks clear enough. According to Hilary Parker, between February and May alone, yields on offices in the central City have moved out from 5.5 per cent to 6.1 per cent. The highest level since May 1977. The difficult thing is to tell whether they are yet reaching a peak. At these sorts of levels, commercial property must be looking attractive again to pension funds and insurers. But it would probably only take one administrative receivership of a quoted City property developer, followed by some well-publicised forced sales of City properties, to push yields up further.

Japan apologises for past brutality

By Robert Thomson in Tokyo

JAPAN was forced last night to confront its wartime brutality, as Emperor Akihito formally apologised to Mr Roh Tae Woo, the South Korean President, for the "sufferings your people underwent" during the Japanese occupation of the Korean peninsula.

The apology's wording had clouded Mr Roh's arrival yesterday for a visit intended to leave the past behind and mark a "new age" in relations between the two countries, which, as the Emperor said, "have maintained close contact since ancient times."

Japanese officials were hoping that the apology for the occupation from 1910 to 1945 would appease ordinary South Koreans, who remained angry after an ambiguous statement made by the late Emperor Hirohito in 1984.

The 1984 statement, Japan's first formal attempt to make a public acknowledgment, mentioned a "regrettable and unfortunate past" in bilateral relations, and suggested that this period "should not be repeated," but did not specify which country was to blame.

In words provided by the Cabinet, Emperor Akihito added: "I think of the suffering your people underwent during this unfortunate period.



South Korean President Roh Tae Woo (left) and Emperor Akihito of Japan at the state guest house in Tokyo yesterday

which was brought about by my country, and cannot but feel the deepest regret."

President Roh's visit has been a history lesson for the Japanese, who have little knowledge of the country's past aggression in Asia.

The standard Japanese secondary school textbook has about half a page on the occupation of Korea, while an equivalent Korean textbook has 60 pages.

Mr Toshiki Kaifu, Japan's Prime Minister, made a more explicit apology yesterday in his meeting with President Roh, and promised ¥4bn (\$26m) in aid to Korean victims of the Hiroshima and Nagasaki atomic bomb blasts. As many as 20,000 Koreans, most brought to Japan against their will, were killed or injured by the bombings.

Mr Kaifu told President Roh that in "building a new relationship," the two countries must "clearly articulate the reality of events that have so regrettably marred our past relations."

"I would therefore like to express my sincere remorse and honest apologies for the fact that there was a period in our history in which Japanese inflicted unbearable suffering and sorrow on the

people of the Korean peninsula," Mr Kaifu said.

In reply, President Roh said that the apology "reflects a correct recognition of history."

Asked why Japan had taken 45 years to apologise clearly, a Foreign Ministry spokesman said last night that both countries have suffered in recent years, and "the people of Japan have overcome their complexes of superiority and inferiority to Koreans."

Italian business policy attacked

By John Wyles in Rome

ONE OF the most blistering attacks on the Italian Government and parliament ever made by a leader of the nation's industrialists was delivered yesterday by Mr Sergio Pininfarina, president of Confindustria, the manufacturers' organisation and main representative of Italian industry.

The annual presidential report is a regular occasion for Confindustria to voice complaints about government policy. But rarely has its president been so sweeping in his attack on the politicians and unable to find a single positive word.

Arguing the case for a "re-modelling" to make the political institutions more responsive to the people's requirements, Mr Pininfarina accused politicians of leading the nation into growing lawlessness, and of budgetary and interest rate policies which were hitting competitiveness, causing industrial output to slow and corporate profits to fall. They were forcing large manufacturers to import semi-finished products at the expense of small and medium-sized Italian businesses, he said.

Clearly anticipating something of this kind, Mr Adelio Battaglia, the Industry Minister, armed himself with an array of government promises to remedy several of Confindustria's grievances. He told the industrialists' assembly that the cabinet would approve a measure today providing for a "permanent and structural" budgetary subsidy for social security charges on employers.

In addition, the Government planned to amend a law recently passed which restricts the freedom of companies with fewer than 16 employees to dismiss workers, and it would also halt the passage of a law before parliament which would extend the scale mobile wage indexation system until the end of 1991.

But he had nothing new to offer to reassure industry that the Government will achieve its medium term targets for stabilising the public sector deficit.

Mr Pininfarina said failure to achieve past targets had kept interest rates high, leading to an overvaluation of the lira. Small and medium sized businesses had been forced to hold back on investment, while government policies had contributed to a 10 per cent rise in labour costs last year.

East Germany seeks to borrow DM50bn

Continued from Page 1

shares on the stock market as soon as possible but we do not want to rush into forced sales," he said.

He said only DM1bn would be raised from selling companies this year but a further DM4bn could come from property sales. That would still fall short of Bonn's expectation of DM7bn from privatisation which Finance Ministry officials had assumed would be used for infrastructure projects.

To resolve the problem of East Germany losing out from desperation sales, Bonn has suggested that privatisation prices should be linked to future earnings of the company concerned.

Mr Peter Moreth, the trust chairman, will soon be replaced as part of a big reorganisation.

However Mr Krause, who has already sought to sever banking consortia, says that the money-saving plan will go ahead anyway.

He also revealed that the trust was looking for 10,000 non-executive directors to represent the trust on the supervisory boards of larger companies.

UK power company may help customers generate own power

By David Thomas, Resources Editor, in London

NATIONAL POWER, one of the new electricity generators in England and Wales, is considering plans to help about 100 big customers generate their own electricity.

National Power proposes to take an equity stake in many of these schemes, which will not be subject to the strict limits on its direct sales to large industrial customers imposed by the new regime for the privatised electricity industry.

The company, which has emerged as one of the most aggressive players in the reshaped electricity market, has already reached the limits on the amount it can supply directly to large customers, even though these limits were raised only on Monday.

The 100 own-generation schemes being discussed by National Power would have a total capacity of well over 500MW - equivalent to the annual consumption of a medium-sized city.

Most of these are small combined heat and power schemes, designed to provide both process heat and electricity, using mainly gas or renewable

energy sources.

In the past week, National Power has won contracts to supply 8 terawatt hours (TWh) of demand a year to large industrial customers. This means it has captured 13TWh of total direct supply business - equivalent to about 5 per cent of total electricity demand in England and Wales.

It has won part of the huge contract to supply British Steel, whose annual electricity bill is about £120m (£202m).

British Steel would not comment yesterday, but it appears to have spread its demand among a number of suppliers, including PowerGen, National Power's rival generator, in a move which will sharply cut the supply business of South Wales Electricity.

National Power and PowerGen are the two new electricity generators in England and Wales created out of the Central Electricity Generating Board.

National Power now has contracts to supply 12.5 per cent of demand in South Wales and in Merseyside and North Wales, covered by the company Man-

Page 10

web; and 10 per cent of demand of the Northern and Yorkshire supply companies.

The area electricity companies have told the Government privately that they think National Power is competing unfairly by offering subsidised prices, but Mr Robert Robinson, National Power's head of sales, dismissed these allegations yesterday. He said the Energy Department had cleared all the contracts it had

been given to him. The Energy Department which before parliament will extend the scale mobile wage indexation system until the end of 1991.

But he had nothing new to offer to reassure industry that the Government will achieve its medium term targets for stabilising the public sector deficit.

Mr MacSharry said failure to achieve past targets had kept interest rates high, leading to an overvaluation of the lira. Small and medium sized businesses had been forced to hold back on investment, while government policies had contributed to a 10 per cent rise in labour costs last year.

Commodities, Page 10

WORLDWIDE WEATHER	
Yester day	Today
Cloudy	Cloudy
Alexand ria	F 24 75
Dublin	F 24 75
Edinburgh	F 24 75
Athens	F 24 75
Barcelona	F 24 75
Berlin	F 24 75
Bordeaux	F 24 75
Brussels	F 24 75
Cairo	F 24 75
Cape Town	F 24 75
Caracas	F 24 75
Chicago	F 24 75
Cologne	F 24 75
Dortmund	F 24 75
Edmonton	F 24 75
Edinburgh	

FINANCIAL TIMES COMPANIES & MARKETS

• THE FINANCIAL TIMES LIMITED 1990

Friday May 25 1990

INSIDE

Hoylake places half of BAT holding

Hoylake, Sir James Goldsmith's consortium which failed in its bid for BAT Industries, yesterday placed out over half its 1.25 per cent stake in the UK tobacco-based conglomerate. Around 18.1m shares have been sold via Salomon Brothers, the US investment bank. Some investors have elected to take shares in BAT rather than cash, and the remainder of the stake is being distributed directly to them. Page 30

Barrels in the hedge

Hundreds of millions of barrels of oil, worth billions of dollars, are hedged for periods of up to 10 years by means of tailor-made swaps and options. No one knows precisely how big the market is, but it is growing rapidly and has begun to exert a significant influence on oil prices. Stephen Butler reports on the rise of trading in the longer-dated contracts for crude oil. Page 38

Tarmac moves into Europe



Tarmac, the UK's biggest construction and building materials group, is setting its sights further afield with its first acquisition in mainland Europe. The group has paid £20m (\$33.87m) to acquire Barriau, a hardstone and limestone company, and for a 51 per cent stake in Sablières de la Neste, a sand, gravel, limestone and ready-mix concrete company, both of France. Andrew Taylor reports on the implications of this and other moves into the Continent by UK building materials groups. Page 33

Oslo polishes up its act

The Oslo Bourse is not sitting on its laurels. Last year it was one of the world's top performers, but such accolades have not blinded it to the need for reforms. The bourse must tackle three key issues — liquidity, the trading system, and its own credibility and professionalism. It is to improve the prospects of companies anxious about raising capital as the EC single market approaches. Karen Fossli reports on the plans for change. Page 29

Michelin on the offensive

The Michelin man is going on the warpath. The French tyre group has snapped up Uniroyal Goodrich, the big US tyre maker, in a bid to vanquish its rivals in an industry where the main players are battling hard for volume and market share. The move makes it the second most important player in a US market that accounts for up to 40 per cent of world car tyre sales. William Dawkins reports. Page 26

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Chief price changes yesterday

NYSE (3)		Hiscox Corp.
Price	62 + 1/2	1480 + 120
Great Circus	24 1/2 + 1/2	1400 + 100
U.S. Shoe	75 - 1/2	3810 + 200
Phil. Exch.	57% - 1/2	2550 - 240
Digital Ex.	10 1/2 - 1/2	1480 - 100
Nat. Med.	43% - 1/2	1800 - 150
TOKYO (Yest.)	1540 + 110	1010 - 70
Bank		1200 - 130

New York prices at 12.30. Paris & Frankfurt closed.

LONDON (Pence)		Pfaltz
BAT Inds.	703 + 18	870
BDA Hldgs.	235 + 6	800 - 16
Bear Ste. Pl.	40 + 3	1046 - 17
BT Int'l	75 + 2	316 - 7
Bt. Telecom	298 + 8	615 - 11
Cater Allen	404 + 16	485 - 12
Mecca Leisure	102 + 5	480 - 20
Reuter	1100 + 21	274 - 10
THORN GRS	190 + 14	467 - 7
Turstall Grp.	253 + 11	313 - 8

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Friday May 25 1990

Thorn aims to sell lighting arm to GTE

By Michael Skapinker in London

THORN EMI of the UK said yesterday that it hopes to sell its lighting business to GTE of the US. The British group said it had decided its operation was not big enough to compete against the international industry leaders.

"You've got the consolidation of the giants going on," Mrs Christians said. Although Thorn's lighting business was the fifth largest in the world after Philips of the Netherlands, GE, GTE and Osram, its turnover was only a quarter that of Osram, she said.

Since 1985 it has sold more than 60 other businesses, ranging from Immos, the semiconductor company, to Kenwood, the kitchen appliance maker.

Thorn said it still believed it could compete internationally in the rentals and music businesses, despite its failure earlier this year to acquire Gefen, the US record label.

Thorn and GTE already have a joint lighting manufacturing venture in Italy. GTE held a minority stake in Thorn in the 1960s.

It is still possible that Thorn will retain a minority stake in its lighting business, but it is thought to be about \$300m (£507m). Thorn Lighting accounted for about 14 per cent of the group's pre-tax profit and turnover last year, generating £46m profit on sales of £261m.

A GTE spokesman said the deal would "strengthen our position in Europe". GTE, best known for its Sylvania brand, was interested in the UK company because of the globalisation of the lighting industry. The company had to seek out growth opportunities if it was to remain a major supplier.

Mrs Sharon Christians, Thorn's director of corporate affairs, said consolidation in the world lighting industry had prompted the group to sell its interests. "We

were just not big enough to go it alone," she said.

Last year General Electric of the US launched a joint lighting venture with Toshiba of Japan. GE also bought a 50 per cent stake in Tungsram, the Hungarian lighting manufacturer. In January, the General Electric Company of the US sold its 31 per cent stake in GEC-Osram, the light bulb manufacturer, to Siemens of West Germany, its partner in the business.

"There's great interest in collecting information," says Mr Iwan Oashi, director of the Japanese External Trade Organisation, "but so far there have been almost no concrete proposals."

Even a Japanese Government pledge of \$2bn in aid to Poland and Hungary has done little to impress business circles. Japan joined the US and western European countries in promising assistance — and similar packages are under discussion for other eastern European states. But businessmen do not feel obliged to follow the Government's lead. They say the Government is acting mainly out of consideration for relations with the US not out of concern for eastern Europe.

Toyota itself said it had not made any decision about investing in eastern Europe. It was still at the stage of collecting information. However, C. Roh, the trading house which is Toyota's adviser in the region, confirmed the car maker was considering proposals for a joint venture with Bratislavské Automobilové Závody (BAZ), a large vehicle plant in Bratislava, in Czechoslovakia. According to the Czech Government, Toyota is one of seven foreign automobile groups which have expressed interest in manufacturing the factory.

The contrast between the ambition of the Czechs and the caution of the Germans reflects the enormous gulf in knowledge and experience which separates Japan from eastern Europe. Japanese companies cannot move quickly in the region because the range and depth of their contacts is less than in comparison with those of Europeans and Americans.

Trade with eastern Europe made up only 0.3 per cent of Japan's total trade last year. In 1988, Japan's share of western exports to the region was 3.3 per cent against West Germany's 42.5 per cent. Of the 3,200-4,400 joint ventures signed by western companies by the end of March 1990, Japan accounted for under 40.

Numbers are not everything. The US share of exports to the region is little more than Japan's — at 3.7 per cent of 1988 total

development of local parts suppliers. But it has been under discussion since 1988, and is not the fruit of last year's transformation of the region.

The other joint venture involves Goldwell, a West German subsidiary of Kao, a leading Japanese toiletries company.

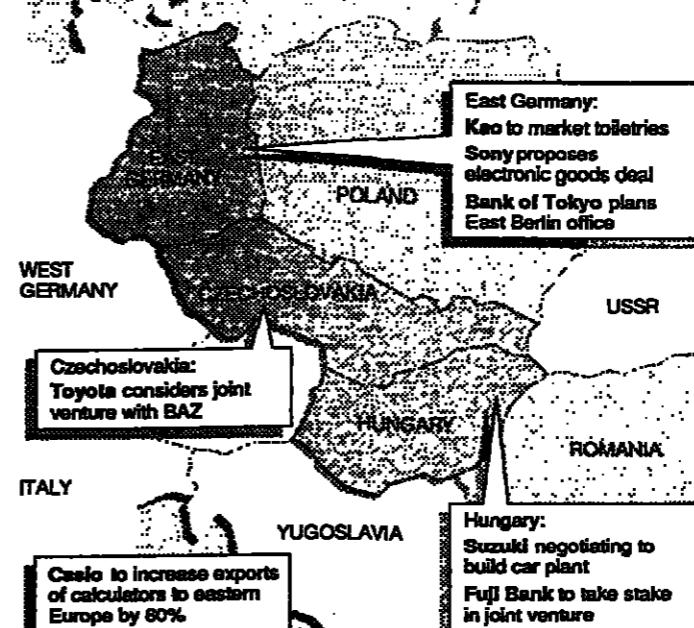
Officials at the Japanese Ministry of International Trade and Industry declined even to hazard a guess at how many missions have been sent from Japan since the wave of political revolution swept through eastern Europe last autumn.

Apart from filling hotel rooms, the benefits to eastern Europe have so far been very meagre. Far from increasing, bilateral trade has stagnated over the last year. Just two companies have announced agreements to pursue joint ventures.

As they learn more about eastern Europe, Japanese businessmen's attitudes may change.

Some Japanese companies are beginning to distinguish between the prospects in different countries. With further investments, Suzuki might raise output later to 50,000 and even 100,000 cars a year. It could bring widespread benefits to Hungary by encouraging the

Potential Japanese investments in eastern Europe



Japan holds off in eastern Europe

Interest has not yet been followed up with cash, writes Stefan Wagstyl

But Japan lacks the historic ties which link the US and western European countries to eastern Europe through immigrant communities. Mr Katsuhiro Fujiiwa, director of the economic cooperation department of the Korean-American employers' federation, said: "There's hardly anyone in Japan who knows the languages let alone the culture or history."

Virtually the only Japanese companies with offices in eastern Europe are the large trading houses, including C. Itoh, Mitsubishi, Mitsui and Sumitomo. Officials at the Japanese Ministry of International Trade and Industry declined even to hazard a guess at how many missions have been sent from Japan since the wave of political revolution swept through eastern Europe last autumn.

A handful of other companies have made various expressions of intent. Sony, the electronics group, said it planned to market consumer goods in East Germany. Casio has announced plans to increase exports of calculators in eastern Europe by 80 per cent to 275,000 machines. Fuji Bank said Heller, a US subsidiary, would take a stake in a \$17m banking venture in Budapest this summer in partnership with Austrian and Hungarian banks. The Bank of Tokyo, Japan's specialist foreign exchange bank, plans an office in East Berlin.

As they learn more about eastern Europe, Japanese businessmen's attitudes may change. Some Japanese companies are not too worried that Germans and Americans are getting a head start. In eastern Europe when they believe there are better prospects closer to home. Those who are really convinced there is money to be made dealing with communists and ex-communists go to China. At least they feel they know the Chinese.

Fujitsu is prepared to take holding in ICL

By Alan Cane in Tokyo

MR TAKUMA Yamamoto, president of Fujitsu, the leading Japanese computer manufacturer, said yesterday that his company would be prepared to take an equity stake in International Computers (ICL) of the UK if the opportunity arose.

His comments will fuel speculation over ICL's future. The group is a subsidiary of STC, the British telecommunications and information systems group, and Mr Arthur Walsh, STC's chairman, has made it clear over the

past few months that he has been looking for a partner to share ICL's heavy costs of research and development.

Mr Walsh said last year that he favoured a Japanese partner because of the quality of that country's technology. Yesterday Mr Yamamoto said the two companies enjoyed good relations and there was strong trust between their respective senior management. They would continue to work together. Details, Page 27

Li Ka-Shing resists pressure to move companies from Hong Kong

By John Elliott in Hong Kong

MR LI KA-SHING, the leading Hong Kong entrepreneur, is coming under intense pressure from potential business partners in the US and Canada, as well as from directors of his main companies, to move his group's legal domicile to Bermuda before Hong Kong returns to Chinese sovereignty in 1997.

But he is refusing to sanction the move for his HK\$4bn (US\$9bn) group — headed by Cheung Kong and Hutchison Whampoa — because it would hurt Hong Kong's fragile confidence.

"To this hour I still say 'No'. I cannot guarantee that for ever because so many directors and shareholders keep asking the question 'why not go?'" Mr Li said in an interview yesterday.

They argue that there is nothing to lose, apart maybe from extra costs of legal fees. They say to me I will have protection for the future of the company and that it will help with overseas investment because some of our possible partners are worried.

However, the damage to confidence in Hong Kong would be great if we made the move, though not so serious as a few years ago.

Last year, World International, part of the group built up by Sir Yue-Kong Pao, Hong Kong's other leading tycoon, announced it was moving the domestic staff group to Bermuda. Bankers estimate that about 70 companies have made this move since the trend was

started in 1984 by Jardine Matheson, the colony's leading "Hong" trading company.

Mr Li said owners of unnamed companies in the US and Canada, which he would like to take over, were "worried" about being owned by a company that would be part of communist China.

"They say that if I get controlling shares in their company, and after 1997 something happens, then it will affect them as well." He was being urged to leave Hong Kong by a major number of his companies' directors.

Mr Li expressed confidence in the future of Hong Kong and called for increased joint contacts with the Governments of China and the UK to avoid "misunderstandings" which had been causing problems recently.

The group's net interest charge was £14.6m higher than the previous year at £24.5m, with the increase due primarily to the cost of financing last year's £1.37m investment in McCaw, the US cellular telephone company. This was covered 6.6 times by operating profits.

The new balance sheet shows net debt at 48 per cent of shareholders' funds. According to Barry Romeril, the finance director brought in from the industrial conglomerate, BTR, more than 80 per cent of the company's debt is at fixed interest rates.

Describing the group's final quarter as "particularly good," Mr Ian Vallance, chairman, said that demand for the group's services had "held up well despite a slow down in the UK economy."

"We have an organisation that is on an even keel," he added. "In terms of our efficiency, we probably have 10-15 per cent to go, to

get on a par with a good Bell regional operation in the US."

Mr Romeril said that the "major part" of the £24.5m charge related to previously-announced staffing reductions but that a portion represented the cost of rationalising the group's cable television interests.

He said the charge was designed to cover redundancy costs over more than two years, "but not much more." The group, which employed 246,000 people at its latest year-end, intends to cut its

INTERNATIONAL COMPANIES AND FINANCE

UK property group warns of falling values

Paul Cheeseright, Property Correspondent

MEPC, the UK's second largest property investment and development group, has warned of falling values in the commercial property sector, confirming the worst fears of an already jittery stock market.

The property share market, which on Wednesday drew solace from the announcement of a slight increase in net asset value by Land Securities, the biggest UK property group, weakened as buying support evaporated. MEPC shares were 20p lower at 459p.

The projected surpluses on some of our developments will have been eroded by the recent weakening of investment yields, and some values in the investment portfolio may be under pressure if adverse sentiment continues," said Sir Christopher Benson, to MEPC chairman, announcing half-year figures for the group.

MEPC, which has a property portfolio worth £3.7bn at the last valuation in September 1988, has published net assets per share of 85p. Although 16 per cent of the portfolio is overseas, brokers have been mainly concerned about movements on the UK market and are predicting at best only a

very small increase in this figure at September 1990.

MEPC, however, in the six months to last March had pre-tax profits of £77.4m, over 20 per cent more than in the same period of 1988. Its earnings per share rose in line to 16.5p. The interim dividend is being raised by 10.5 per cent to 5.25p a share.

The strength of MEPC's revenue stream, similar to that of Land Securities but on a smaller scale, is based on rental income. This continues to rise strongly as rents on properties in the portfolio move up to the levels established on the market in recent years. "We expect to achieve a satisfactory increase in our earnings for the year," said Sir Christopher.

His optimism about earnings and his pessimism about values reflect the split in the UK commercial property market. The leasing market is relatively strong, though not as vibrant as in 1988-89. But the investment market, soured by high interest rates, has become very sluggish; this is causing severe problems for highly geared developments companies.

The French nuclear fuel group, which has a property portfolio worth £3.7bn at the last valuation in September 1988, has published net assets per share of 85p. Although 16 per cent of the portfolio is overseas, brokers have been mainly concerned about movements on the UK market and are predicting at best only a

New heads at BCI and Credito Italiano

By Haig Simonian in Frankfurt

ONE OF the longest periods of rumour and uncertainty in Italian finance was finally brought to an end yesterday with the appointment of Mr Sergio Siglienti as the new chairman of Banca Commerciale Italiana (BCI) and of Mr Piero Barucci as the managing director of Credito Italiano.

The appointments to the two public-sector banks appear to be broadly neutral in political terms, scotching the worst fears of greater politicisation in the Italian banking system.

They would also appear to mark something of a setback to

Mediobanca, the powerful Milan-based merchant bank. Both Mr Enrico Braggiotti and Mr Lucio Rondelli, who are stepping down as chairman of BCI and managing director of Credito Italiano respectively, had been more closely associated with Mediobanca than their two successors.

The surprise among the announcements made by IRI, the Italian state holding company, is the decision by Mr Barucci, current chairman of Monte dei Paschi di Siena, to switch to a seemingly junior job at Credito Italiano in Milan.

Investment AB Cardo
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internationally oriented industrial operations. At the turn of the year the market value of the share portfolio reached GBP 380 million and the result in 1989 increased by 16 percent to GBP 34 million.

WEDEN ANNUAL REPORT INDEX 1990

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Brash Michelin throws down the gauntlet

William Dawkins looks at the battle for market share between the world's tyre makers

Cogema to expand with Australian mines deal

By Kenneth Gooding, Mining Correspondent

COGEMA, THE state-owned French nuclear fuel group and the western world's biggest uranium miner, aims to crystallise its strategy of developing an international gold company based in Australia by taking control of Arimco, a medium-sized Sydney-based company.

As part of the deal, Arimco (Australian Resources Investment and Mining Company) will take over La Bourneix near Limoges, one of western Europe's biggest gold mines with an annual output of 43,000 troy ounces a year, which is being raised to 60,000 ounces.

La Bourneix and Cogema's gold exploration activities in Australia will be exchanged for 182m new Australian shares.

Cogema (Cie Générale des Matières Nucléaires) will also buy 45.6m Arimco shares and 4.4m partly-paid Arimco shares from Mr Rodney Hodges, who currently controls the Australian company and will continue as executive chairman. He will also keep about 10 per cent.

The French group, which will own 61.3 per cent of Arimco's enlarged capital, will pay 68 cents each for the fully-paid Arimco shares and 39 cents each for the partly-paid.

Arimco shares have recently traded in Sydney in the 50 to 60 cents range.

Arimco, which was founded by Rothchild Australia, early this year was transformed into a diversified mining company when it bought most of Cyprus Minerals' Australian assets, including the Gidgee gold mine in Western Australia and investments in three other producing mines.

The addition of La Bourneix will boost Arimco's annual gold production to 150,000 ounces. Cogema said yesterday it intended to lift this to 250,000 ounces a year by providing financial and technical support to enable the Australian company to quickly bring its extensive portfolio of gold properties into production.

Michelin chose an audacious moment to make its \$1.5bn takeover of Uniroyal Goodrich of the US, turning itself into the world's largest tyre maker just as the car industry looks to be drifting into its next downturn.

This move amounts to a declaration of war against Michelin's rivals in an industry where the main players are battling hard for volume and market share. It could even contribute to an expected slight fall in the French group's profits this year by pumping up group debt at a time when demand in the US and Europe is starting to deflate.

The weakness of demand was underlined only a few days ago with the publication of industry figures showing a 4 per cent decline in western European car registrations last year.

Yet Michelin and the analysts who try to follow this secretive company agree that the French group had no choice but to snap up what was the last big US tyre maker available for sale before one of its competitors did.

The move makes Michelin the second most important player in a US market that accounts for up to 40 per cent of world car tyre sales, a target it has hit in its sights since the early 1970s. It lifts Michelin's share of the \$46bn per year world tyre market to an estimated 21.5 per cent.

In the process, the French company has at last stepped

ahead of its nearest competitors, Goodyear Tire & Rubber - the last independent US tyre maker and US market leader - and Bridgestone of Japan, which only two years ago outbid Michelin and Pirelli for Firestone.

The US, Goodyear and Bridgestone now hold around 17 per cent each of the world tyre market, and would love to turn back the French invasion.

Global scale is clearly important for Michelin's attempts to match the internationalisation of its car manufacturing customers, which account for roughly half of world tyre sales, with the rest going to tyre dealers.

Uniroyal's deal leaves it with around a quarter of sales in the US, 70 per cent in Europe, and the rest in Asia.

Family controlled Michelin has always been discreet about its own affairs, a deliberate and probably sensible policy that reflects the importance of keeping technology out of the hands of rivals.

Having invented the radial tyre in 1946, Michelin does not want to lose its technological edge now.

Neither does it want to allow unwanted publicity to dilute the results of the 5 per cent a year of turnover it has to spend on research and development, the cost of keeping its technology up to scratch.

That said, there are several obvious strategic reasons why Michelin needs Uniroyal Goodrich, which last year

made a net profit of just \$1.5m



WORLD TYRE INDUSTRY

on sales of \$2.2bn. For one thing, volume matters in an industry where profit margins are under increasing pressure. Many analysts are now revising their forecasts of six months ago, that world tyre demand would grow by a 2 to 3 per cent in the next few years, and are instead predicting a flat market.

On average, private brands are even more important, given that this is the last spending area which the technology-led Michelin will consider for cost cutting.

The group's philosophy holds that R&D becomes doubly important when the market is slack. The argument is that better quality tyres last longer and cost less per mile to run than apparently cheaper products.

When motorists' spending is under pressure, quality can be sold as a cost advantage, at least in the replacement tyre

market where motorists make up their own minds on which brand to choose.

Also, Michelin knew that the way US tyre distribution is organised effectively barred large parts of the market to independent foreign suppliers like itself. As in most countries, the US market splits roughly half and half between supplies to car producers, a high-volume low-margin business, and supplies to tyre dealers for the replacement market, a quirky low-volume business with fatter margins.

Michelin can for the first time offer US tyre dealers the full menu of products they demand: two big US brands, a private label and the two Michelin brands, Michelin and Kleber. A similar justification lay behind Bridgestone's \$2.5bn takeover of Firestone in 1986.

Outside the replacement market, Uniroyal Goodrich brings Michelin a big share of supplies to General Motors, the world's largest car producer, though there is no insurance that the contract will last, it also has a similar image as a producer of high performance low profile tyres in Europe.

Michelin has been aware since the middle of last year that a car industry downturn was coming and planned accordingly. Heavily indebted by the Uniroyal Goodrich deal, it announced two months ago that it would freeze non-essential investment and hold this year's stocks at last year's level.

In previous cycles, Michelin has noticed that a reduction in demand from car producers has tended to feed through two years later to an increase in demand from the more profitable replacement market. The group finds itself having to digest its largest ever acquisition just as the moment that the US and European tyre markets are entering a lull in between these two phases.

● This is the third in a series of articles on the world tyre industry.

Uniroyal Goodrich means

market share

and building materials group.

Hafnia also intends to expand in the life insurance sector, especially in southern Europe.

Some 30 per cent of Hafnia's share capital is foreign-owned, while the foreign proportion of the group's business rose to 34 per cent last year from 27 per cent in 1988 and will be close to 50 per cent when the business of British Prolific Group, which was acquired last year, is included.

Hafnia reported 1989 pre-tax profit of DKK5.5bn (£408.3m), up 5 per cent, while shareholders' equity rose to DKK6.3bn from DKK5.8bn.

Hafnia has experience in industrial risk through its acquisition in October of FLS Industries engineering

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INTERNATIONAL COMPANIES AND FINANCE

American Stores earnings jump 30% in first quarter

By Karen Zagor in New York

AMERICAN STORES, the biggest US supermarket chain, yesterday reported strong first-quarter earnings, reflecting the company's improved bottom-line performance.

Net income for the first three months jumped nearly 30 per cent to \$27.5m or 81 cents a share from \$21.5m or 57 cents a year earlier. Sales grew 3 per cent to \$5.4bn from \$5.2bn.

The Salt Lake City-based company recently settled an 18-month anti-trust battle with the state of California by agreeing to dispose of 161 outlets.

Carter Hawley Hale Stores, a highly-leveraged US retailer, announced its third-quarter loss to \$5.6m or 24 cents a share from \$3.2m or 15 cents a year earlier.

Bank of Montreal 7.5% ahead

By Bernard Simon in Montreal

STRONG growth in Canadian dollar loans and lower loan loss provisions helped Bank of Montreal lift second-quarter earnings by 7.5 per cent.

Net income reached C\$117.3m (US\$98.3m) or 94 cents a share in the three months ended April 30, up from C\$109.1m or 90 cents a share, a year earlier. BMO, the fourth biggest Canadian bank, is the first to report its second-quarter results.

Net interest income grew by just over 9 per cent to C\$631.5m, with the growth in Canadian dollar loans partially offset by narrower spreads.

Banco de Montreal SA.

Fletcher Challenge to sell off fisheries offshoot

By Terry Hall in Wellington

FLETCHER CHALLENGE, New Zealand's largest company, said yesterday it was to sell its Fletcher Fishing subsidiary, the country's biggest operator of deepwater and inshore fisheries.

Fletcher described the unit as "not profitable." It has export branches in the US, Japan and France, and holds 15 per cent of the New Zealand fish quota.

The sale is in line with Fletcher's strategy to sell all-subsidiaries which cannot be linked with its international expansion strategy. The company said it had done extensive research over the past 12 months into selling whatever-

caused by rising Canadian interest rates.

Although total loan loss provisions almost halved to C\$51.1m, there was a slight increase in reserves for non-LLC loans.

Income for the first six months of fiscal 1990 rose to C\$258.1m or C\$2.09 a share from C\$229.6m or C\$1.93.

Total assets stood at C\$81.5m on April 30, up from C\$78.2m a year earlier, giving a return on average assets for the quarter of 6.60 per cent, compared with 6.58 per cent in a year earlier.

Noshith Thomson saw second-quarter profits fall to C\$1.8m from C\$3.3m.

Semiconductor slump slows Kyocera growth

By Ian Rodger in Tokyo

CONSOLIDATED net income of Kyocera, the semiconductor materials and electronics group, rose 1.6 per cent to Y33.8m (\$22m) in the year ended March 31, as strong growth in cordless telephone sales was offset by a slump in demand for ceramic packages for semiconductors.

Total sales rose 7.7 per cent to Y24.1bn, but sales of components for semiconductors, mainly ceramic packages, dropped 13.7 per cent to Y95.5m. Electronic equipment sales, including cordless telephones and related devices, rose 17.1 per cent to Y76.8m.

Parent company pre-tax profits rose 6.7 per cent to Y53.8m on sales up 1.5 per cent in the current year.

Kubota edges higher

By Martina Gannon

KUBOTA, a Japanese farm equipment and pipe manufacturer that is advancing into computer-related fields, lifted pre-tax profit 4.8 per cent to Y36.8m in the year to March.

Sales were Y692.57bn, up 5.8 per cent on 1989. Net income was up 7.3 per cent to Y18.85m. The company will add Y1 to its previous dividend per share of Y5.5 to commemorate its centenary this year.

Kubota predicts sales of Y700bn this year, with pre-tax profits unchanged at Y5.8m.

Further downturn at Koito Manufacturing

By Martina Gannon

KOITO Manufacturing, the Japanese automotive lighting maker that is embroiled in a dispute over access to company account books with Boone Company, the US, its main shareholder, suffered a 6.6 per cent drop in pre-tax profits in the year to March to Y6.5bn.

It was the second consecutive pre-tax profit fall for the Toyota Motor affiliate, although sales rose in the same period by 10.9 per cent to Y123.5bn and net income was up 28.1 per cent to Y3.5bn.

The loss was attributed to higher development and procurement costs and fierce competition. The company was also affected by the fall of the

New Zealand context it could absorb. It found none, and instead decided to sell the division.

"While it is very large in the New Zealand context it is relatively small in the context of the overall Fletcher Challenge group," said Mr Neville Darrow, chief of the Fletcher planning group. "The main markets for fish are distant from New Zealand, and the industry is dominated by companies in these markets. The growth of the business beyond new Zealand is not a viable option."

No price has been set for Fletcher Fishing. It is to be sold in two parts, inshore and deepwater.

Apple settles shareholder suits

By Louise Kehoe in San Francisco

APPLE Computer has agreed to pay \$5.6m to settle shareholder suits filed last year when the company revealed it was seriously overstuffed with memory chips purchased at premium prices during the summer of 1988 when there was a worldwide shortage of memory chips.

The suits alleged damages to shareholders who purchased Apple's stock during a 10-day period in January 1989 immediately before Apple's announcement of the memory chip problem.

"Apple continues to deny all material allegations in the

complaints," the company said in a statement yesterday. "But agreed to the settlement to avoid the expense and risk of further legal proceedings and to put to rest the claims asserted in the actions."

Apple said its insurance company would pay part of the settlement, which remains subject to court approval.

The settlement ends an episode that shook confidence in Apple's management and prompted its first quarterly earnings decline in three years.

Apple had attempted to beat a serious chip shortage by buy-

ing millions of memory chips at inflated prices only to see demand for high data storage versions of its Macintosh personal computers decline in subsequent months. As the memory chip shortage eased and prices declined, Apple found itself with a heavy inventory of over-priced chips.

Revealing the problem in late January 1989, Apple announced that it expected significantly lower than expected quarterly earnings. Only a week earlier Apple's management had confirmed analysts' projections of an earnings increase.

Du Pont plans to double sales of medical products

By Peter Marsh

DU PONT, the US's biggest chemicals company, plans to double sales of its medical products division by the end of the 1990s in line with its general plan to diversify away from basic chemicals.

Dr Joe Mollica, a Du Pont vice president in charge of medical products, said in London the company planned to move in this direction "to even out some of the cyclical aspects of the basic chemicals business."

It hoped to boost considerably its pharmaceutical activities, which in 1990 are expected

to account for sales of \$560m out of total medical-product revenues of \$1.7bn. Other parts of the medical-products division sell X-ray film, laboratory systems and chemicals for diagnostics.

Du Pont is the world's fifth biggest chemicals business. Unlike many large European chemicals companies, it is only a small player in the \$150bn-a-year international medicines industry.

Bayer and Hoechst of West Germany and Britain's Imperial Chemicals Industries — three of the world's top four

chemicals businesses — all have large drugs divisions. West Germany's BASF, the other member of the Big Four, is like Du Pont, trying to build up its drugs activities.

In Mollica said that much of the effort in expanding Du Pont's pharmaceutical interests took the form of large spending on research and development. His division was spending \$270m this year in this area, roughly 70 per cent of the cash directed at new medicines.

Du Pont recently finalised a licensing deal with Merck, the

Sony's income soars by 42%

By Martina Gannon

SONY, which yesterday announced it will invest Y10bn in a new television making plant in Spain — the company's fourth in Europe — had consolidated net income of Y102.8bn (\$68.6m) in the year to March 31, a 41.9 per cent increase on the previous year.

The group, which includes Sony's 576 subsidiaries and three affiliates, reported that total sales rose 34.2 per cent to Y2.879.8bn as demand grew for audio equipment and televisions, particularly large-screen colour sets.

Compact disc players, video cassette recorders, camcorders, wordprocessors and telephones also sold well, but demand for semiconductors increased only slightly, the company said. Consolidated pre-tax profit was up 37.4 per cent to Y22.9bn.

The company's Dynabook notebook computer, introduced last summer, was a particular success.

The dividend was raised from Y8 per share to Y11, of which Y4.5 was paid at the interim stage.

Hitsachi's consolidated net income rose 14 per cent to Y210.9bn on sales up 11 per cent to Y7.077.9bn.

The parent company's sales rose 22 per cent to Y1.536.4bn and net income was Y58.1bn, up 38.5 per cent. Pre-tax profit increased 24.7 per cent to Y8.3bn.

The company will add Y5.40 to its annual dividend bringing the payment up to Y50 per share.

The group, which acquired Columbia Pictures Entertainment and Gaumont-Peter Entertainment in November last year, had extraordinary profits of Y4.6bn from securities sales and funds returned from its loan loss reserve. It recorded an extraordinary loss of Y2bn to cover evaluation losses on subsidiary equities.

Sony foresees sales rising 12 per cent in the current year to Y1.720bn, with pre-tax profits up 29 per cent to Y120bn.

Its Spanish investment will total about Pta.5.5bn and will start in late 1991.

Sony plans to boost group capital spending by 15 per cent to Y350bn from Y322.7bn. The semiconductor division will receive some Y70bn, the single biggest portion.

Mr Yamamoto said that the

Good year for Hitachi and Toshiba

By Ian Rodger in Tokyo

JAPAN'S BIG electrical and electronics groups all reported substantial increases in profits in the year to March, thanks to higher sales and improved margins, especially in their electronic products, and all four have raised their annual dividends.

Hitachi, the largest, had a 12 per cent jump in sales of information and communication systems and electronic devices to Y1.644.3bn (\$105.6bn). Sales of industrial machinery and plants also grew 13 per cent to Y353bn and sales of power systems and equipment, previously in the doldrums, rose 16 per cent to Y75.3bn.

However, consumer product sales fell 10 per cent to Y483.7bn, in part due to the abolition of luxury taxes on some of them in Japan last year.

The company's Dynabook notebook computer, introduced last summer, was a particular success.

Mitsubishi Electric (Melco) said its big profit gain came from sales gains in almost all sectors. Heavy electric machinery sales were up 6 per cent, while consumer products fell 12 per cent to Y572.8bn.

Exports were virtually unchanged at Y995.5bn.

The company is raising its annual dividend from Y8 to Y10, of which Y3.5 was paid at the interim stage.

The company's notebook computer sales rose 8 per cent to Y425.1bn, up 12 per cent to Y510.8bn.

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NOTICE OF REDEMPTION

JAPAN AIR LINES COMPANY, LTD.

(Nippon Koku Kabushiki Kaisha)
U.S. \$75,000,000 11 per cent.
Guaranteed Bonds due 1993
(the "Bonds")

NOTICE IS HEREBY GIVEN, that the following Bonds of the Company, in the aggregate principal amount of U.S. \$15,000,000 have been drawn for redemption on June 14, 1990 (the "Redemption Date") for account of the Sinking Fund at a redemption price (the "Redemption Price") of 100% of the principal amount thereof.

SERIAL NUMBERS OF BONDS CALLED FOR REDEMPTION

4	709	1488	2162	2223	3491	4175	4946	5672	6332	7009	7691	8392	9144	9898	10599	11274	11997	12775	13475	14217
5	710	1481	2163	2224	3492	4176	4947	5673	6333	7010	7692	8402	9145	9899	10600	11275	11998	12776	13476	14218
6	711	1482	2164	2225	3493	4177	4948	5674	6334	7011	7693	8403	9146	9900	10601	11276	11999	12777	13477	14219
7	712	1495	2165	2230	3504	4178	4955	5681	6335	7012	7694	8404	9147	9901	10602	11277	11998	12778	13478	14220
8	713	1501	2166	2231	3507	4200	4956	5682	6340	7035	7707	8412	9148	9902	10603	11278	11999	12779	13479	14221
9	714	1495	2167	2232	3508	4201	4957	5683	6341	7036	7708	8413	9149	9903	10604	11279	11998	12780	13480	14222
10	715	1502	2168	2233	3509	4202	4958	5684	6342	7037	7709	8414	9150	9904	10605	11280	11997	12781	13481	14223
11	716	1501	2169	2234	3510	4203	4959	5685	6343	7038	7710	8415	9151	9905	10606	11281	11996	12782	13482	14224
12	717	1502	2170	2235	3511	4204	4960	5686	6344	7039	7711	8416	9152	9906	10607	11282	11995	12783	13483	14225
13	718	1502	2171	2236	3512	4205	4961	5687	6345	7040	7712	8417	9153	9907	10608	11283	11994	12784	13484	14226
14	719	1502	2172	2237	3513	4206	4962	5688	6346	7041	7713	8418	9154	9908	10609	11285	11993	12785	13485	14227
15	720	1502	2173	2238	3514	4207	4963	5689	6347	7042	7714	8419	9155	9909	10610	11286	11992	12786	13486	14228
16	721	1502	2174	2239	3515	4208	4964	5690	6348	7043	7715	8420	9156	9910	10611	11287	11991	12787	13487	14229
17	722	1502	2175	2240	3516	4209	4965	5691	6349	7044	7716	8421	9157	9911	10612	11288	11990	12788	13488	14230
18	723	1502	2176	2241	3517	4210	4966	5692	6350	7045	7717	8422	9158	9912	10613	11289	11989	12789	13489	14231
19	724	1502	2177	2242	3518	4211	4967	5693	6351	7046	7718	8423	9159	9913	10614	11290	11988	12790	13490	14232
20	725	1502	2178	2243	3519	4212	4968	5694	6352	7047	7719	8424	9160	9914	10615	11291	11987	12791	13491	14233
21	726	1502	2179	2244	3520	4213	4969	5695	6353	7048	7720	8425	9161	9915	10616	11292	11986	12792	13492	14234
22	727	1502	2180	2245	3521	4214	4970	5696	6354	7049	7721	8426	9162	9916	10617	11293	11985	12793	13493	14235
23	728	1502	2181	2246	3522	4215	4971	5697	6355	7050	7722	8427	9163	9917	10618	11294	11984	12794	13494	14236
24	729	1502	2182	2247	3523	4216	4972	5698	6356	7051	7723	8428	9164	9918	10619	11295	11983	12795	13495	14237
25	730	1502	2183	2248	3524	4217	4973	5699	6357	7052	7724	8429	9165	9919	10620	11296	11982	12796	13496	14238
26	731	1502	2184	2249	3525	4218	4974	5700	6358	7053	7725	8430	9166	9920	10621	11297	11981	12797	13497	14239
27	732	1502	2185	2250	3526	4219	4975	5701	6359	7054	7726	8431	9167	9921	10622	11298	11980	12798	13498	14240
28	733	1502	2186	2251	3527	4220	4976	5702	6360	7055	7727	8432	9168	9922	10623	11299	11979	12799	13499	14241
29	734	1502	2187	2252	3528	4221	4977	5703	6361	7056	7728	8433	9169	9923	10624	11300	11978	12800	13500	14242
30	735	1502	2188	2253	3529	4222	4978	5704	6362	7057	7729	8434	9170	9924	10625	11301	11977	12801	13501	14243
31	736	1502	2189	2254	3530	4223	4979	5705	6363	7058	7730	8435	9171	9925	10626	11302	11976	12802	13502	14244
32	737	1502	2190	2255	3531	4224	4980	5706	6364	7059	7731	8436	9172	9926	10627	11303	11975	12803	13503	14245
33	738	1502	2191	2256	3532	4225	4981	5707	6365	7060	7732	8437	9173	9927	10628	11304	11974	12804	13504	14246
34	739	1502	2192	2257	3533	4226	4982	5708	6366	7061	7733	8438	9174	9928	10629	11305	11973	12805	13505	14247
35	740	1502	2193	2258	3534	4227	4983	5709	6367	7062	7734	8439	9175	9929	10630	11306	11972	12806	13506	14248
36	741	1502	2194	2259	3535	4228	4984	5710	6368	7063	7735	8440	9176	9930	10631	11307	11971	12807	13507	14249
37	742	1502	2195	2260	3536	4229	4985	5711	6369	7064	7736	8441	9177	9931	10632	11308	11970	12808	13508	14250
38	743	1502	2196	2261	3537	4230	4986	5712	6370	7065	7737	8442	9178	9932	10633	11309	11969	12809	13509	14251
39	744	1502	2197	2262	3538	4231	4987	5713	6371	7066	7738	8443	9179	9933	10634	11310	11968	12810	13510	14252
40	745	1502	2198	2263	3539	4232	4988	5714	6372	7067	7739	8444	9180	9934	10635	11311	11967	12811	13511	14253
41	746	1502	2199	2264	3540	4233	4989	5715	6373	7068	7740	8445	9181							

INTERNATIONAL CAPITAL MARKETS

Belgium nears dollar issue amid quiet on Ascension Day holiday

By Andrew Freeman

THE Ascension Day holiday all but shut down the Eurobond market yesterday as most European houses closed their doors. Traders reported minimal secondary market activity and syndicate managers concentrated their efforts on persuading borrowers to seek funds next week. Belgium is thought to be close to finalising a large dollar issue.

In a quiet new issue market, Postpankki brought a FIM200m five-year issue for Rautaruukki Oy, the Finnish steel company. The bonds were priced at 101% with a 13% per cent coupon and met reasonable demand.

The lead manager was quoting the paper at less 1% bid, a discount equivalent to full underwriting fees. An official said there had been good Far Eastern interest, which suggested that the deal had

10-year Bell Canada deal. An official said the decision had been taken after further rallies on the Canadian government bond market had driven the re-offered spread to around 90 basis. The launch spread was 83 basis points.

In free trading, UBS P&D was quoting the paper at 99.40 bid, implying a spread of some 90 basis points over Canadian Treasuries. An official said placement had been hampered by the European holiday, but added that the deal had partly been aimed at UK fund managers wanting to play the spread relationship between the US and Canadian markets.

INTERNATIONAL BONDS

been marketed there before launch. Proceeds were swapped, but there were no details.

Towards the close in London, UBS Phillips & Drew's syndicate on its CS125m

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
Barne Nat. de Paris(a)	14bn	8	101½	1992	1½%	Nippon Credit Int.
Bar. Paolo Sembiki(b)	10bn	7.3	101½	1993	1½/17	Full International Fin.
FINNISH MARKKKA						
Rautaruukki Oy(c)	200	13½	101½	1995	1½/14	Postpankki
US DOLLARS						
Fiat Finance & Trade(c)	40	15	101.30	1991	1/5	Chase Investment Bank

(a)Final terms. (b)Non-callable. Redemption linked to Nikkei Stock Index. Unlisted. (c)Issue increased from \$35m/original amount \$30m. Dual-currency bond. Borrower option to redeem in Lira at £125m.

BNZ back in black after crash

By Terry Hall in Wellington

BANK OF New Zealand yesterday reported net profits for the year to March, indicating it was on the path to a sustained recovery after the financial crisis wrought by excessive lending and the 1987 stock market crash.

In the previous year the company incurred losses of NZ\$648.5m and required a NZ\$200m injection from shareholders such as the Government. Over the past 12 months the bank has wrestled with its problems under a new management and reconstituted board.

Staff numbers have been slashed, property assets sold and branches throughout the Pacific liquidated in a rationalisation drive. This was made more difficult by a protracted economic recession in New Zealand, and increasing problems with its large exposure to the Australian market where there have been further corporate casualties, requiring additional write-offs.

Mr Syd Paisley, chairman,

said the profit showed the bank was "back in business".

As a sign of confidence, BNZ is reinstating a 2 cent dividend for the year. Nothing has been paid since the 3 cents midway through the previous year. The bank's main shareholders - the Government with 51 per cent and Capital Markets, an associate of the merchant bank Fay Richwhite, with 31 per cent - will take shares in lieu.

He said the bank's margins were being squeezed by tough competition, but warned BNZ's competitors about being overconfident. "BNZ is further ahead in its growth plans than many of our competitors realise."

Australia contributed NZ\$27m of operating profits, down from NZ\$185m. Total operating income was NZ\$988.4m, down from NZ\$1,060m, but operating expenses were cut to NZ\$975.3m from NZ\$1,089m. There was a tax credit of NZ\$28.2m against a larger shareholder's funds increased

to NZ\$11.9m. The company's credit risk last time.

Total assets increased by NZ\$157m during the year to NZ\$1,179.9m: deposits rose NZ\$40.6m and advances NZ\$242.12m to NZ\$1,149.40m.

Emphasis has been placed on the bank's capital ratios, which now exceed both international guidelines and those of the Reserve Bank of New Zealand. Shareholders' funds increased

by NZ\$708m to NZ\$1,083m.

According to Mr Lindsay Pyne, chief executive, the profit turnaround within a year was a significant achievement in an intensely competitive market. The restructuring made necessary by inefficiencies and operating diversions in the past was starting to show benefits and would become more apparent in the future.

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Treasury warns over futures inaction

By Peter Riddell, US Editor, in Washington

THE BUSH Administration has rejected strong Congressional opposition to its proposals to shift supervision of stock index futures to the Securities and Exchange Commission from the Commodity Futures Trading Commission.

Mr Robert Glauber, the Treasury under-secretary for domestic finance, told a House subcommittee that detailed plans would be submitted to Congress in early June. Final modifications were now being made after discussions with market participants, he said.

He said the Administration believed that, without action now to ensure that the markets for stocks, stock options and stock index futures were regulated in a consistent and co-ordinated manner, "we are more likely to see minor events trigger major market disruptions like the breaks in October 1987 and October 1988 - and the appropriate regulatory tools will not be in place to help contain the risk to the country's financial system."

The proposal to strip regulation of stock index futures has been strongly opposed by the CFTC, the futures markets in Chicago and the agriculture committees which supervise them on Capitol Hill. Support for the change in Congress is apparently less vocal, though Mr Nicholas Brady, the Treasury Secretary, and Mr. Glauber have started lobbying, warning of what could happen if no action was taken.

In separate Congressional testimony yesterday, Mr. Rich and Breeden, SEC chairman, said a commission study had found that index arbitrage and other programme trading "significantly accelerated" last October's stock market decline. The aggregate level of index arbitrage then was higher than during the October 1987 crash.

This conclusion contrasts with a CFTC analysis that such index arbitrage and programme trading were not significant factors. Mrs Wendy Gramm, CFTC chairman, said during yesterday's hearing that she questioned "some of the results" of the SEC study.

Poorly informed brokerage firms drive two-thirds of Oalo's activity. There are efforts to correct this concentration, although it is argued that decentralising the bourse's structure threatens to undermine those efforts.

These issues were discussed

Oslo Bourse looks reform in the eye

Karen Fossli on problems the Norwegian authorities need to tackle

THE Oslo Bourse, last year one of the top performers, is contemplating reforms to its structure which will determine how efficiently it can serve its equity market functions.

As the deadline for the European Community's single market approaches, Norwegian companies are increasingly anxious about their prospects for raising capital, for expansion and to improve their equity ratios. Their ratios are on average 6 percentage points below those of their counterparts in the Organisation for Economic and Cultural Development, with a mean of about 20 per cent.

The bourse must tackle three key issues to improve the companies' prospects:

• Liquidity: to access risk capital it will be important for Oslo to have a secondary market which functions to ensure the performance of its primary market. Currently, Oslo's liquidity is at best variable.

• Trading system: a process of decentralisation began last autumn with the bond market. Bourse officials believe that decentralisation allows more efficient trading and provides cost-cutting advantages to the bourse. Critics disagree.

• Credibility and professionalism: Oslo brokers are accused of abusing information, and the market has a credibility problem which stems from a high degree of insider trading.

Poorly informed brokerage firms drive two-thirds of Oalo's activity. There are efforts to correct this concentration, although it is argued that decentralising the bourse's structure threatens to undermine those efforts.

These issues were discussed

last week at an important seminar in Oslo on raising risk capital. The seminar, arranged by the Norwegian American Chamber of Commerce (NACC) on its 75th anniversary, included a host of distinguished international participants.

On the subject of liquidity, Mr Nigel Wilson, a former bourse official now a partner with Arthur Andersen, the accountancy firm, warned that unless depth was established in long-term market liquidity, Oslo

the market is partly state-regulated, in contrast to, for example, the New York Stock Exchange (NYSE), but the predictability of government officials may be tough to guarantee.

"Continued speculation about changes in the framework for the capital markets in the absence of clear policy has added to uncertainty, restricting development of market liquidity," Mr Wilson says.

Mr David Shields, a member of the NYSE and the chief executive of Shields & Company, a New York-based investment services firm, argues passionately against decentralising the Oslo bourse for it creates an adversarial pricing mechanism and obstructs the flow of orders.

Raising risk capital cannot be done unless there exists the right market structure which encourages investors to return. When you permit decentralisation you allow brokers to interfere with the order flow which then becomes obstructed," he says.

"A centralised system which includes a market maker would strengthen the responsibility towards the market place, for you would have dealers with more predictable obligations to make continuous quotations. Decentralisation will allow the brokers to position themselves between the buyers and the sellers while centralisation promotes competition at the point of sale."

Mr Shields' message struck at the heart of Oslo Bourse officials' argument that a decentralised system will allow orders to go right into the system, shown as orders, before transactions are completed. As it is now, Oslo operates with a "fictitious" order book which obstructs the possibility of seeing a real order flow.

Norway's brokerage firms are permitted to hold a limited portfolio of listed shares which is equivalent to their equity capital. They are also permitted holdings of unlisted shares of 25 per cent of their equity capital.

"This small amount explains why we do not have a real market maker system in Norway, which is admittedly a drawback in raising risk capital," says Mr Erik Jarve, the president of the Oslo Stock Exchange.

The credibility problem is the third serious issue facing Oslo. Because Norwegian companies represent 32 per cent of the ownership of Oslo's stock capital, meaning there is a high degree of cross-shareholdings, limitations are imposed on the total supply of risk capital to the market while introducing a strong possibility of insider trading.

Mr Jan Erik Langangen, the president of Storebrand, Norway's largest insurance company, points out there is much work to be done to improve Oslo's professionalism. In addition, he said, "some of Oslo's broker's abuse information, leading investors uninterested."

This problem, it is suggested, could be exacerbated by decentralising Oslo's structure for it will become more difficult to monitor information.

As Mr Jarve pointed out, in the end it will be Oslo's credibility which will influence its ability to raise risk capital.

However, if that credibility is diminished by what may transpire in a decentralised trading system, the Oslo Bourse may have to rethink its strategy.

Turkish banks suffered hard times in 1989

By Jim Bodenner in Ankara

DIFFICULT times were seen by Turkish banks in 1989, compared with the previous year, according to the latest annual report of the Turkish Banking Association.

Overall, profits increased by only 9 per cent to total TL1,980bn (\$352m at end-1989 exchange rates), while inflation in 1989 registered 62.8 per cent, according to the semi-official Anatolian Newsagency.

The legacy of over-lending,

inherited from fierce competition when interest rates were freed in 1988, was blamed. This pushed interest rates up to a peak of 85 per cent.

Although rates declined through 1989, banks with large branch networks were worst hit. These proliferated when their prime function was to soak up deposits and channel them through a few selected institutions to largely corporate borrowers.

But recession hit corporate credit ratings hard in 1989, while other avenues such as foreign exchange rates lagged behind inflation. Smaller spreads from these especially undermined foreign institutions.

Total bank credit amounted to TL46,000bn compared with deposits totalling TL62,000bn, and reserves increased to TL12,500bn, increases respectively of 66 per cent, 62.5 per

cent and 56 per cent. The last increase reflects stiffer mandatory reserve ratios.

Despite this, however, outstanding debts in the banking system decreased by 13 per cent to TL89.3bn, according to the report, though state banks were still plagued by a disproportionately large 71 per cent share.

This year the situation has improved, reflected in better interbank lending rates.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

British Funds	Rises	Falls	Same	1988			
				1	5	12	22
Corporations, Domains and Foreign Bonds	1	5	18				
Financial and Properties	39	22	90				
Oils	11	20	42				
Plantations	13	34	42				
Mines	0	1	9				
Others	28	35	102				
Totals	555	769	1,634				

LONDON RECENT ISSUES

EQUITIES	Issue	Arrived	Paid	Latest	1990	Stock	Closing	Price	+ or -	LONDON TRADED OPTIONS			

UK COMPANY NEWS

Hoyle places half of BAT stake

By Nikki Tait

THE LAST rites in the attempted bid assault on BAT Industries by Sir James Goldsmith's Hoyle consortium were performed yesterday as the former bidder pulled out more than half of its 12.5 per cent stake in the tobacco-based conglomerate.

Hoyle said last month that it would not renew a bid for BAT. Its £13.5bn offer had lapsed while the consortium tried to surmount the US regulatory problems arising from the potential change of ownership of Farmers Group, BAT's Los Angeles insurance subsidiary. The task had looked increasingly difficult in the wake of an adverse ruling from the Californian

insurance department in early April.

Hoyle said that about half its 19.1m shares in BAT had been sold via Salomon Brothers, the US investment bank. Some of the investors in Hoyle had elected to take shares in BAT rather than cash, and the rest of the stake was being distributed directly to them.

Hoyle was formed for the purpose of the bid and will now wound up.

Hoyle declined to say which of its shareholders had held out to BAT shares. Aside from the three principals - Sir James, Lord Rothschild, and Mr Kerry Packer, and a number of companies associated

with them - Hoyle's investors included Axa-Midi Assurances, the French insurance group, and a group of wealthy private individuals who had backed Sir James' "unbundle" plan. Axa-Midi had wanted to buy Farmers from Hoyle if the bid succeeded.

However, the Rothschild camp did confirm yesterday that it had taken around half its entitlement in the form of BAT shares.

The disposal, according to Hoyle, was made at "very close to the ruling market price" when the transaction took place shortly after lunch. At that stage, BAT shares were standing at about the 590p level. Salomon is understood to

have sold a significant proportion of the shares on the US market.

BAT, which was not informed about Hoyle's disposal, said only that it was relieved to see the stake placed and split up, because it "removed an element of uncertainty which had been overhanging the price."

BAT shares closed at 709p yesterday, up 15p.

Hoyle bought its stake at 649p per share. However, it has already received and sold a stake in Argos, the retail business which was recently demerged from BAT, worth about 40p per BAT share. Hoyle has paid its bid costs were in the £35m-£40m range.

Falling house prices leave Westbury lower

By Andrew Taylor, Construction Correspondent

THE IMMEDIATE improvement in the British housing market which is in its worst state for 25 years, Mr Richard Fraser, chairman and chief executive of Westbury, the Cheltenham-based housebuilder, warned yesterday.

Pre-tax profits of the group tumbled by 22 per cent, from £36.1m to £28.11m, in the 12 months to end-February.

Mr Fraser said the group had done well to maintain sales of 2,284 homes last year, 33 fewer than in the previous 12 months. The average selling price rose by 14 per cent to £77,900.

Prices, however, fell during the second six months of the year, on average £74,500. They also did not take account of increased selling costs, said Mr Fraser. These had risen

sharply as a result of sales incentives including mortgage subsidies and part exchange deals.

The effect was to add £2.25m to the cost of selling each home, reducing pre-interest margins in the second half to just over 16 per cent.

Westbury sells its homes as far north as Stafford and as far east as Berkshire and Hampshire. Its strongest markets are in the south west and south Wales.

Almost 70 per cent of its homes are of the terraced variety, selling mainly to first-time buyers - a market which has held up more strongly than other parts of the housing market.

Group borrowings have risen from £24m to £51m pushing up the interest charge from £2.82m to £7.98m. Gearing at

panies must be feeling," said Mr Fraser.

"Confidence in the marketplace is at a very low ebb. Continuing apprehension about further increases to already high interest rates makes it extremely difficult for us to predict the outcome for the year ahead," he added.

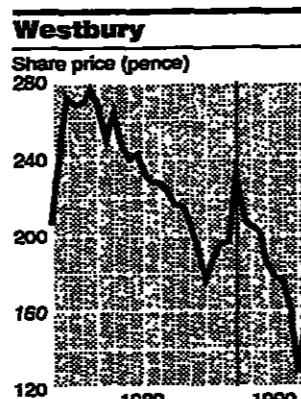
Turnover was 13 per cent higher at £174.4m. Earnings per share fell from 50.8p to 36.6p. A recommended final dividend of 5.75p makes a total of 9p (8.5p) for the year.

COMMENT

Westbury is in better shape than Countryside which published its results a day earlier, showing a 60 per cent fall in pre-tax profits during the six months to the end of March.

Countryside operates in south east England, among the worst hit housing markets in the country, and has an exposure to a rapidly weakening commercial property market. Westbury's gearing is less than half the 110 per cent of Countryside. Nonetheless the prospects for any housebuilder look pretty grim this year. Westbury, assuming no further hikes in interest rates, should be capable of making £15m this year. This puts it on a prospective p/e of 7.5, about average for the sector and unlikely to improve in the short term.

If we are suffering with a reasonable balance sheet, a good landbank bought at low prices and selling mainly to first time buyers, you can imagine what some other com-



Family reduces Thorntons stake

THE Thornton family, which founded the chocolate retailer of the same name, has reduced its stake in the group for the first time since its stock market flotation in 1988, writes Andrew Hill.

Warburg Securities, one of Thornton's advisers, has placed about 8.6 per cent of the group's shares with institutional investors on behalf of

certain members of the family and family trusts. The disposals take the overall holding down from about 70 per cent to just over 60 per cent.

The family has agreed not to

sell any more shares before June 1991. The group said the bulk of the shares sold had been disposed of by family members not directly involved in the running of the group.

COMMENT

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If we are suffering with a

JOHNSTON GROUP PLC

- Turnover in 1989 rose by 8%.
- Dividend increased by 13%.

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FINANCIAL HIGHLIGHTS

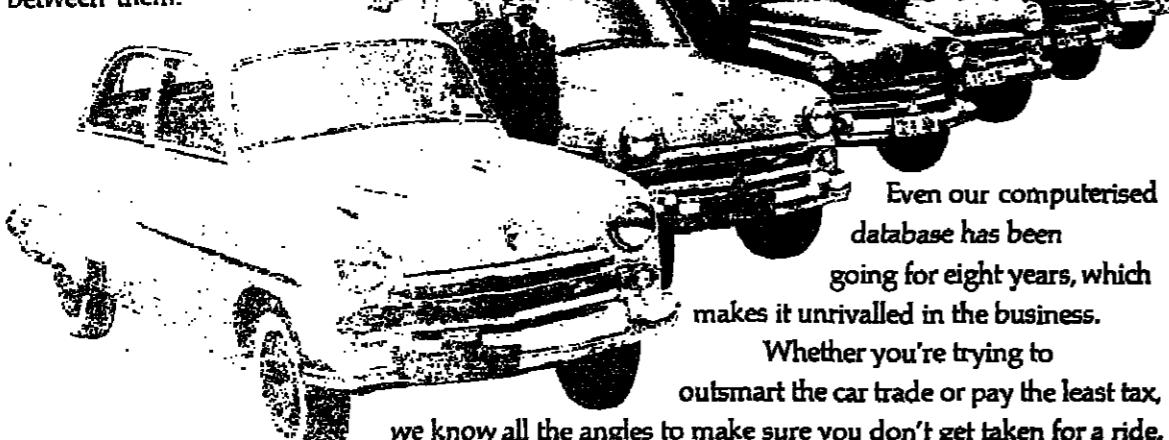
	1989	1988
£'000	£'000	£'000
Turnover	107,086	99,136
Profit before tax	7,322	8,072
Dividend per ordinary share	13.0p	11.5p
Net asset value per ordinary share	408.59p	393.02p

Copies of the Annual Report and Accounts may be obtained from the Secretary, Johnston House, Hatchlands Road, Redhill, Surrey RH1 1BG.

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</div

UK COMPANY NEWS

W'hampton & Dudley nears £14m

By Vanessa Houlder

HIGHER INTEREST costs and reduced property sales tempered a strong trading performance at W'hampton & Dudley Breweries for the six months to April 1.

Pre-tax profits for the period rose by 6 per cent to £13.6m from turnover 7 per cent higher at £82.14m (£76.75m).

Trading margins increased from 18.1 per cent to 19.1 per cent as a result of price increases, cost controls and rising volumes.

Mr David Thompson, managing director, said current trading was good and beer carriage was ahead "We see a bright future," he added.

The key feature of the first half was substantial investment in order to reap the benefits of market liberalisation.

There was heavy spending on beer brands, pubs, improved packaging plant at

the Wolverhampton brewery and in the development of its branded restaurant business.

Mr Thompson said it was too early to comment on how the three-week old guest beer market was shaping up.

The Bank's beer brand increased its market share in both the on and off-trade sectors. Harp lager outperformed market trends, with a higher growth rate in the free trade sector, and Premium Lager advanced strongly. Mr Thompson said their experience bucked the assumption that in a mild recession people would trade down to lower quality drinks.

The group recently carried out the UK launch of Tourel, which is the largest selling low-alcohol lager in Europe, owned by BSN, the French drinks company.

Property profits, which are based on recent valua-

tions rather than historical costs, fell from £261,000 to £20,000.

Financial costs increased from £1.5m to £2.45m. Borrowings peaked at £37.5m at the end of February and interest costs would be in



line with earlier indications, the company said.

Earnings per share increased by 4.6 per cent to 13.7p and the interim dividend is increased to 3.7p (3.2p).

The total dividend for 1990 is promised to be not less than 9p.

• COMMENT

Wolverhampton's shares

Young Brewery static at £4.62m**Fine Art's better-than-expected £25.7m puts 9p on shares**

By David Churchill, Leisure Industries Correspondent

FINE ART Developments, the greetings card manufacturer and distributor, increased pre-tax profits by 14 per cent from £22.85m to £25.71m in the year to March 31.

On turnover up 13 per cent at £51.98m the result was unchanged at £4.62m.

The south London-based brewery had warned at the half way stage that the latter part of the year could be affected by the squeeze on retail spending.

Mr John Young, chairman, pointed out the rise in demand over the 12 months during which barrelage rose by 3.2 per cent.

Turnover increased by 16 per cent from £22.86m to £25.68m.

The final dividend of 6.8p makes a total of 8.9p (7.75p) for the year.

The company said that the profits and turnover growth has been achieved in spite of "trading being adversely affected by the difficult economic conditions, particularly in the second half of the year."

Mr Keith Chapman, chairman, added that it was "inevitable that the group's progress in the short term will be impacted by the effects of high interest rates and other external economic factors."

He added that while interest rates remained high, "expansion by acquisition will only be pursued where the opportunities are very attractive and fit well with

• COMMENT

The postal strike hampered Fine Art's results for 1988-89 and the company then had the misfortune to run into the adverse effects of the downturn in consumer spending. This had some repercussions on its mail order and direct mail businesses as well as its Papertree retail chain which is understood to be up for sale if a buyer can be found in current market conditions.

Gearing also rose sharply - from 22.9 per cent to 48.4 per cent largely as a result of the Hestair paper acquisition, recorded as a longer-term strategic buy rather than making much impact in the current year.

However, the loss of the contract to service Marks and Spencer's home furnishings mail order operations has been offset by the joint development of Rainbow Home Shopping with the West German group Otto Versand. The company's tough-minded approach to disposals of poor performers has impressed analysts, but the trading environment suggests only modest growth in pre-tax profits in the current year to £30m, putting Fine Art on a prospective multiple of about 8.5.

BHH shares fall 17p as buy-out talks abandoned

By Andrew Bolger

SHARES IN BHH, the property group, fell 17p to 60p yesterday after talks on a proposed management buy-out were terminated, reflecting the troubled state of the sector.

In February the shares jumped to 120p, valuing the group at £26.7m, after it was announced that Mr David Fitzgerald, chairman, was seeking funds for a buy-out.

BHH said yesterday that valuations of the company's properties had been made

by two firms of valuers who were separately instructed by the independent directors and the buy-out team and extensive talks had been held with potential sources of finance.

In the last two years industrial property has been providing higher returns than office or retail property.

The company managed to sell its residential properties when the market was high in 1988.

Barrage of counter-claims in battle for Globe

By John Thornhill

THE FIERCE battle between the British Coal Pensions Fund and Globe Investment Trust escalated yesterday as both sides issued strongly-worded circulars attacking the others' arguments.

The pension funds criticised Globe's defence document claiming that it was highly emotive and misleading and should be treated with the utmost caution.

In particular, they focused their fire on Globe's "spurious and illusory" revaluation of its net asset value. In its defence document issued last week Globe showed a 12.65p surplus to the book value of its nav at the end of March and claimed that at May 11 its nav stood at 22.5p.

Mr Paul Whitney, chief executive of CIN Management which runs the funds, attacked this valuation. "Our biggest concern is the 22.5p figure. If they liquidated their portfolio there is no way that they would realise 22.5p in assets."

The funds argued that the true value of Globe's assets

was no more than 20.7p per share and could be as low as 19.1p.

The fund's circular dismissed the adjustments to Globe's nav as "simply creative accounting".

Globe's advisers reacted strongly to this suggestion saying that this was a "monstrous slur" on the trust's directors and its auditors.

The trust defended its 22.5p valuation and claimed the funds' offer failed to value fully its fund management operations, debenture stock, and dividend.

The circular argued that Globe's shares had outperformed the investment trust sector and the majority of the 100 largest UK companies over the last five years.

Globe also criticised the funds' record of taking over investment trusts. "The Coal funds say they support the investment trust sector. With friends like this, who need enemies?"

Globe's annual report will be released today.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - pending	Total for year	Total last year
Airflow Stream	fin 4	July 3	4	6	6
Archer (A)	int 3.15	Aug 16	3	-	8
Block	fin 2.5	Sept 5	2.4	-	6.6
British Telecom	fin 7.15	Sept 11	6.25	11.8	10.5
Chiltern Radio	int 1	July 27	-	-	-
Chrysallis	int 2	Aug 10	2	-	4
Compass	int 3.45	July 27	3	-	5
Dove Park	int 1.05	Aug 13	1.9	-	5.75
Elliott (B)	fin 3.11	Aug 1	2.5	4.35	3.6
Elswick	fin 0.45	July 27	0.3	0.6	0.45
Fine Art Devs	fin 6.8	July 6	5.75	8.9	7.75
Fulcrum Inv Trst	int 3	June 29	2.55	-	7.8
German National	fin 18	July 2	15.5	19	16.5
Greyfriars Inv	int 2	June	-	-	-
Kelway Inds	int 5	July 17	4.25	-	22.5
Mitro	int 5.25	July 17	4.75	-	17
Smith Estates 5	int 2	July	-	3	-
Verson Inds	fin 0.61	Aug 6	0.4	0.81	0.575
Warren Estate	int 3	July	-	7.5	-
Westbury	fin 5.75	July	5.5	9	8.5
Wolf & Dudley	int 3.7	July 6	3.2	-	8.2
Young and Co's	fin 8	July 6	5.5	11.5	10.2

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. SUSM stock. *Carries scrip option.

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U.S.\$ 100,000,000

Floating Rate Notes Due 1995

In accordance with the provisions of the Notes notice is hereby given that for the six months period from May 22, 1990 to November 23, 1990 the Notes will carry an interest rate of 10% per annum with a coupon amount of U.S.\$ 513.89 on U.S.\$ 10,000,- and U.S.\$ 2,569.44 on U.S.\$ 50,000,-

Frankfurt/May 1990

COMMERZBANK

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THE INTERNATIONAL SERVICES
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Comments by Sir George Turnbull, Chairman & Chief Executive. If you would like a copy of his full statement contained in our 1989 Report and Accounts, please write to Diana Le Lievre, Inchcape plc, St. James's House, 23 King Street, London SW1Y 6QY.

Gerrard & National HOLDINGS PLC

RESULTS FOR THE YEAR ENDED 5TH APRIL 1990

	1990	1989
Profit for the year	£ 8,523m	£ 1,695m
Total cost of dividends	£ 7,265m	£ 7,060m
Disclosed shareholders' funds	£28.649m	£27.116m

GROUP PROFIT FOR THE YEAR Group profit for the year ended 5th April 1990 amounted to £8,523,000 after providing for taxation and minority interests. The equivalent figure for last year was £1,695,000. A provision has also been taken directly against inner reserves as explained below.

DIVIDEND A final dividend of 16 pence (1989 15.5 pence) is proposed. This, together with the interim dividend of 3 pence, (1989 3 pence) will make a total distribution of 19 pence, which represents an increase of 2.7% on 1989. The proposed final dividend on the ordinary 25p shares will be payable on Monday 2nd July to shareholders on the register as at the close of business on 5th June 1990.

There is now a substantial disparity between the interim and final dividends. Therefore, subject to unforeseen circumstances, it is the Directors' intention to reduce the disparity and to increase the interim dividend for the half year to 5th October 1990, to 6 pence (1989 3 pence).

DISCLOSED SHAREHOLDERS' FUNDS The Group's disclosed shareholders' funds at 5th April 1990, amounted to £28.6 million compared with £27.1 million last year.

TRADING CONDITIONS During the course of the year to 5th April 1990, interest rates rose from 13 per cent to 15 per cent. These two increases of one per cent both took place in the first half of our year; during the second half interest rates remained at 15 per cent, although at times there were fears of further rises. Despite these difficult trading conditions our dealing activities have achieved reasonable profits.

REVIEW OF OPERATIONS During the year we have reviewed the Group's operations to ensure they are concentrated on those areas which are likely to maximize the return on capital. It is the intention that the Discount House remains the core activity but that new areas of business will continue to be sought which will increase the amount, and reduce the volatility, of earnings.

Gerrard & National Ltd. and Gerrard & National Securities Ltd., the market making subsidiaries traded profitably. Within the total result, the Discount House produced profits, whilst the Gilt Edged market maker made a small loss. Over the year considerable use was made of off-balance sheet instruments to offset the effect of rising interest rates on the portfolio of cash assets.

GNI Ltd., the financial futures and commodity broking subsidiary, had an excellent year and profits increased by 70%.

Gerrard Vivian Gray Ltd., the stockbroking subsidiary, benefited from the expenditure incurred in the previous year and improved its trading performance. A profit was achieved before group interest charges.

We intend to withdraw from businesses that do not have realistic prospects of providing the appropriate return on capital. To this end the office in Hong Kong has already been closed. More significantly, the Company also intends to cease carrying on its limited commercial banking business. This business has been built up over a number of years, and last year made a contribution to profits. However, for regulatory reasons, loans granted need amounts of capital to support them which make the return that can be achieved unlikely to be acceptable. Furthermore, granting loans other than of a short term nature is inconsistent with the special status accorded to Discount Houses, particularly in the context of their exemption from the European Solvency Directive. The withdrawal, however, cannot be made without incurring costs and a significant provision has therefore been taken directly against inner reserves.

SUMMARY This has been a difficult year but the Group remains strong and well placed to benefit from a modest, if not imminent, fall in interest rates.

24th May 1990

Gerrard & National HOLDINGS PLC

32 Lombard Street, London EC3V 9EE. Tel: 071-623 9961

British Telecom

A YEAR OF ACHIEVEMENT

Highlights

- Earnings per share before exceptional charge up by 12.4%.
- Dividends per share up by 12.4%.
- Demand for telecommunication services holds up well despite general slowdown in UK economy.
- Investment in plant and equipment at record levels.
- Customer service continues to improve.
- Exceptional charge associated with major restructuring of operations.

If you have any queries as an investor, please call 0845 016565. For daily information on the British Telecom share price and matters of interest to shareholders generally, please call 0845 016707. You may telephone these numbers from anywhere in the UK for the price of a local call.

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UK COMPANY NEWS

Interest charges rein in Compass gain to £13.7m

By John Thornhill

COMPASS GROUP, the contract catering and services company, lifted pre-tax profits by 17 per cent, from £11.7m to £13.7m, in an eventful six months to April 1.

Last month Compass effectively abandoned its bid for Sketchley, the industrial services and cleaning group, by not raising or changing the terms of its £85m all-paper offer. Costs of £800,000 incurred in the course of the bid were treated as an extraordinary charge.

Turnover rose from £167.1m to £175.6m. Operating profits were strongly ahead at £18m (£14.6m), but pre-tax profits were held back by higher interest charges of £4.3m.

Mr Gerry Robinson, chief executive, said: "Our figures underline the fact that we have gone on trading very well with no real interruption because of the Sketchley bid."

"We have had an on-going steady performance from both the main businesses. We are almost boring in this regard."

he said.

The contract catering and security interests improved operating profits by 15 per cent to £12.4m. Most of the division's contracts came from companies and institutions, which, Mr Robinson claimed, were increasingly interested in contracting out services in recessionary times to reduce costs. "There is an increase in inquiries when times get tough," he said.

The healthcare services division showed a 72 per cent advance in operating profits to £4.3m. The division operates nine acute care hospitals. Another hospital in Bedford has been bought since the end of the period for £1.9m.

A less spectacular performance was evident at the building services division, which recorded static trading profits of £1.3m. But Mr Robinson said this figure disguised steady underlying growth and the division had a full order book for the rest of the year.

Earnings per share rose from

11.6p to 13.4p. An interim dividend of 3.45p (3p) is declared.

• COMMENT

The tilt at Sketchley succeeded in raising Compass's profile, but only lowered its rating as the market feared the proposed move into largely unknown business territory. Even though nothing materialised, Compass's shares still suffered from their superior rating to a market average and it may take a while yet for the company to climb back on to its premium pedestal. Pre-tax profits for this year may rise to £20m, putting the company on a prospective multiple of about 11.5. That seems a fairly safe evaluation of its prospects, given the dependability of Compass's two main divisions.

But the one element of doubt concerns the building services business. Although the division appears to be holding up solidly at the moment, doubts must linger about its endurance next year and this may well hinder the company's return to the high ground.

Cash holdings boost Blick to £2.65m

By David Owen

INTEREST receivable on fast-growing cash balances helped Blick to report a 7 per cent advance in interim pre-tax profits in spite of weak demand in UK industrial markets.

Profits at the Swindon-based supplier of clocking-in equipment and radio pagers rose to £2.65m in the six months to March 31, against £2.45m.

The contribution from net interest increased three-fold from £63,000 to £196,000. Essentially the group has no borrowings. Turnover, meanwhile, edged up to £10.98m (£10.78m).

The company said that effective cost controls and stock reductions had lifted cash balances to £5.5m at the period end, compared from £2.6m 12 months earlier. Lead times had been cut by the establishment of a factory in Belgium by a Japanese supplier.

The high level of business failures and rationalisations within certain industries precipitated what the group termed a significantly higher level of contract terminations than in previous years.

According to Mr Alan Elliot, chairman, the termination rate had reached 7 per cent or about the level attained in 1980-81. "If it went over 10 per cent we would be worried," he said. A lump sum is normally paid to Blick by customers in the event of termination.

Gross future rentals receivable under contract rose 25 per cent from a year-earlier to £45.2m (£36.1m), to be paid over an average of some seven years.

Turnover for the half-year increased to £785,000 (£715,000). According to Mr Ian Scott-Gall, managing director, the effective tax rate is expected to rise from just under 29 per cent to just under 30 per cent.

Earnings per share were higher at 9.03p (8.72p). An interim dividend of 2.5p (2.4p) is declared, with the board intending to recommend a final dividend of at least 4.5p (4.2p) subject to unforeseen circumstances.

• COMMENT

Small companies, the customers of which are having to cope with high interest rates, are not exactly the flavour of the month at present, as Blick's share price (in common with that of many of its peers) bears testament. With its strong cash flow, solid track record and virtually debt-free balance sheet, however, Blick must rank among the pick of the bunch even if it is immune from hostile takeover. Seen in this light, a prospective p/e of about 9 looks distinctly undemanding.

A sound defensive bet, but those seeking an early windfall should not hold their breath.

Verson surges 56% to £2.47m

By Charles Leadbeater, Industrial Editor

VERSON INTERNATIONAL, the West Midlands-based machinery maker, yesterday reported a 56 per cent increase to £2.47m in annual pre-tax profits and predicted that growing demand flowing from Japanese investment would offset slower growth in the UK industry.

Turnover, more than 70 per cent of which comes from overseas, rose from £24.4m to £28.1m in the year to January 31. Operating profit more than doubled to £2.4m (£1.58m). The company mainly manufactures metal forming machines such as presses.

Interest costs rose by almost £1m to £1.27m, partly because of higher interest rates and the timing of progress payments on long contracts. The company incurred almost £750,000 in exceptional charges arising from the closure of Verson Wilkins' Darlestone plant, the building of a new factory and the refurbishment of another factory belonging to Bronx,

another subsidiary.

Mr Tim Kelleher, chairman, said it would next year reap the gains from its £15m investment programme as well as exceptional gains from the disposal of unwanted assets.

The two acquisitions during the year, British Federal and Metform Engineering, contributed about £10m to turnover, but most of the increase came from organic growth through the company's expanding network of marketing offices.

Verson has also added a Dallas office to its two others in the US and opened a second Australian office to expand its network of international sales offices which embraces India, Hong Kong, Spain and Australia.

In the next five years the UK will enjoy the heaviest auto industry investment the world has seen for the past 20 years.

He also predicted expanding opportunities for the UK machine tool industry as West German capital goods manufacturers concentrated on the refurbishment of East German industry.

The company plans further acquisitions to turn itself into a manufacturer of complete turnkey production systems.

NEWS DIGEST

Airflow Streamlines falls to £3m

AIRFLOW STREAMLINES, the cab manufacturer and motor dealer, saw pre-tax profits fall by almost £500,000 to £3.2m in the year to February 28. Turnover was 12 per cent higher at £56.1m, against £58.8m.

Directors said the reduced demand for cabs had continued in the first two months of the present year, but for some product ranges forward schedules indicated a significant increase in the middle of the year.

Earnings per share came out at 23.32p (24.33p) and the directors are recommending an unchanged final dividend of 4p for a same-again total of 8p.

Decline in net asset value at Fulcrum

As at April 30, the net asset value of Fulcrum Investment Trust was 13.45p per capital share, down from the figure of 17.57p a year earlier.

Nav of the income shares was virtually unchanged at 42.5p (42.91p).

Earnings per income share for the six months to end-April emerged at 0.79p (3.43p) and the interim dividend is raised from 2.55p to 3p.

Fact seeks £2.2m for new premises

EW FACT, a USM-quoted training company, yesterday announced a £2.2m rights issue to finance new teaching premises.

The company is buying a property near Kings Cross, London, for £2.24m to cope with its planned increase in student numbers and is proposing to expand its accountancy and professional courses.

The rights issue of up to 2.11m shares will be on a 2-for-5 basis at 105p per share. After the issue, Mr Peter Linacre, chairman of Caird Group, will own 10.24 per cent of the shares and will join the board.

stands at £30m, particularly from automotive investment in the US.

Orders from white goods manufacturers and construction groups were down markedly, but demand from UK steel processors was holding up, Mr Kelleher said.

He added that in the long run the company expected a healthy flow of orders from investment in the UK by Honda, Nissan and Toyota, the Japanese car manufacturers. "In the next five years the UK will enjoy the heaviest auto industry investment the world has seen for the past 20 years."

He also predicted expanding opportunities for the UK machine tool industry as West German capital goods manufacturers concentrated on the refurbishment of East German industry.

The company plans further acquisitions to turn itself into a manufacturer of complete turnkey production systems.

New Issues

May 24, 1990

Federal Farm Credit Banks Consolidated Systemwide Bonds

8.20% \$1,285,000,000 CUSIP NO. 313311 WP 3 DUE SEPTEMBER 4, 1990

8.30% \$1,275,000,000 CUSIP NO. 313311 WU 2 DUE DECEMBER 3, 1990

Interest on the above issues payable at maturity

8.35% \$510,000,000 CUSIP NO. 313311 XM 9 DUE JUNE 3, 1991

Interest on the above issue payable December 3, 1990, and at maturity

Dated June 1, 1990

Price 100%

The Bonds are the joint and several obligations of the Banks of the Farm Credit System and are issued under the authority of the Farm Credit Act of 1971. The Bonds are not obligations of and are not guaranteed by the United States Government.

Bonds are Available in Book-Entry Form Only.

Federal Farm Credit Banks Funding Corporation

90 William Street, New York, N.Y. 10038

(212) 908-9400

This announcement appears as a matter of record only.

The Farm Credit System

If you have any queries as an investor, please call 0845 016565. For daily information on the British Telecom share price and matters of interest to shareholders generally, please call 0845 016707. You may telephone these numbers from anywhere in the UK for the price of a local call.

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UK COMPANY NEWS

European expansion for Tarmac

By Andrew Taylor, Construction Correspondent

TARMAC, Britain's biggest construction and building materials group, has made its first aggregates acquisition in continental Europe.

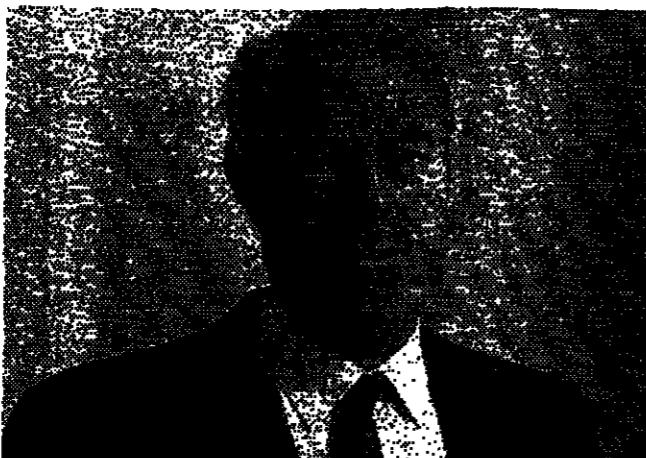
The move comes shortly after the purchase by Blue Circle, Britain's biggest and the world's third-largest cement manufacturer, of its first cement stake in continental Europe.

Tarmac said yesterday it was paying £30m to acquire Barriau, a hardstone and limestone company in west central France, and for a 51 per cent stake Sablieres de la Neste, a sand, gravel, limestone and ready-mixed concrete company in south west France. Both are family-owned businesses.

Blue Circle last week announced it had agreed to pay £22.5m for a 50 per cent stake in Denmark's sole cement manufacturer.

British building materials companies already have a strong presence in France. Steetley is the biggest aggregate producer there with about 10 per cent of the domestic market, ahead of Ciment Français with between 7 per cent and 7.5 per cent.

RCM, another large British building materials group, is one of the two largest concrete producers in France, while BPS is the country's biggest producer of plaster-



Eric Pountain: sound businesses with good characteristics

up our plans."

Tarmac is one of the largest aggregate and ready-mixed concrete producers in the UK, as well as the country's largest housebuilder. It also owns sizeable aggregate and ready-mixed concrete businesses across the US.

The group said it had decided several years ago that it needed to expand into continental Europe following its move into the US.

"Together the investments will give us a combined output of about 3m tonnes of aggregates a year, which gives us a solid start to build

of Ruberoid, the British roofing company, had brought with it roofing interests in Belgium, the Netherlands and France.

Barriau, based at Aigurande, owned 11 quarries with reserves of more than 20 years. It would, said Tarmac, benefit from a series of national road and rail improvements which would pass through its area.

Sablieres de la Neste operates in the Haute Pyrenees region and has three sand and gravel operations, a limestone quarry and a small readymixed concrete business.

Mr Chris Wright, chairman, said the upturn reflected increased profits from the communications division and MAM Leisure as well as from the UK-based music publishing companies and Leago's wholesale export division.

In the records division - a joint venture with Thorn EMI since the latter took a 50 per cent stake last July - UK sales jumped to £14m, producing an operating profit of £2m. However, losses at the US company of \$500,000 reduced the division's contribution to £1,000,000. In 1989 US activities lost \$21.7m.

Mr Wright said that the fortunes of the US company had improved significantly in the third quarter.

The interim dividend is unchanged at 2p. The deficit per share was 0.11p (5.2p).

NEWS DIGEST

Print side behind Elswick rise

A JUMP of some 50 per cent in operating profits in its printing and packaging division helped taxable profits at Elswick rise 34 per cent to £2.42m in the year to end-January.

Mr Bill Cross, chairman, said the present year had started well with the problems at Falcon Cycles apparently over and he was optimistic progress would continue.

The result was achieved on turnover of £47.42m (£40.04m) and compared with profits of £1.6m. Earnings per share were 4.6p (3.2p), diluted (1.2p), 4.6p (3.2p) and a small dividend of 0.4p is proposed making a total for the year of 0.8p (0.48p).

Spong makes £0.77m purchase

Spong Holdings has acquired Thorpac Ltd from Thorpac Group for £765,000 cash. The business markets and distributes kitchen products and cookware. In the year to end-March operating profits were £59,000.

Archer advances to £650,000

Profits of AJ Archer (Holdings), a Lloyd's managing agent, rose from £282,000 to £650,000 pre-tax for the half year ended March 31.

The results benefited from a £285,000 rise in interest income

to £370,000. Turnover amounted to £1.17m (£0.94m). Earnings emerged at 1.7p (1p) and the interim dividend is lifted to 3.15p (6p).

The company warned that the current less favourable underwriting conditions would affect the results for the 1990-91 and 1991-92 years.

Advertising rise helps Chiltern Radio

An increase in local and national advertising and the opening of a new station helped Chiltern Radio show a 43 per cent increase in interim taxable profits in its first report since joining the main market in December.

The company also announced the launch of Supergold service yesterday.

On turnover of £1.89m (£1.54m), profits for the six months to March 31 were £403,000 (£281,000). Earnings per share were 4.5p (3.5p) and the interim dividend is 1p.

James Smith Estates up 54%

James Smith Estates, a property investment company floated on the USM last summer, achieved a profits rise of 54 per cent to £1.14m pre-tax for the year to end-March.

Earnings emerged at 5.07p (3.43p) and shareholders are to receive the forecast dividend for the year of 3p via a recommended final of 2p.

Gross rental income rose from £1.06m to £1.45m. At the year-end, properties held by the company were revalued by the directors at £28.08m.

COMPAGNIE GENERALE D'ELECTRICITE - C.G.E.
corporation organized under French Law (Société anonyme)
Capital : French Francs 4,161,811,600
Head Office : 54, rue La Boëtie - 75008 PARIS
Registered Head Office : PARIS B 542.919.896

FIRST NOTICE

The holders of Bonds herinafter specified issued by COMPAGNIE GENERALE D'ELECTRICITE C.G.E. re convened to a General Meeting to be held at 3, rue La Fayette - 75009 PARIS (France) on June 12, 1990.

1) at 11 a.m. for the holders of 10 1/2% 1989-1991 Bonds (originally issued by Compagnie Financière Alcan) of FF 5,000 each, convertible into common shares of C.G.E.
2) at 3.30 p.m. for the holders of 5 1/2% 1990-2000 Bonds of FF 600 each, convertible into common shares of C.G.E.

In order to consider the following agenda :

- Board of Directors Report
- Approval of the decisions proposed to the AGM meeting (Ordinary and Extraordinary) of shareholders, authorizing the board:

* to issue warrants which permit to subscribe shares, with the shareholders' waiver of their preferential right;

* to allow the employees of the company and of the companies of its group, right to subscribe or to buy shares;

* to issue shares allocated to the employees of the company and of the companies of its group who have subscribed to a "Plan d'épargne entreprise";

* to issue shares allocated to the employees of the company and of the companies of its group who can't be member of a "Plan d'épargne entreprise";

* and to issue shares against presentation of securities issued by subsidiaries of C.G.E.

- Decision on the method of recording the documents of the general meeting.

To attend the bondholders as stated or to be represented at these meetings, the bonds or bond certificates must be deposited at least five days before the date fixed for the meetings, at the offices of the banks having participated in the placing of these Bonds and from whom proxies or subscription cards can be requested. These meetings shall be validly held if the holders of twenty-five per cent of the outstanding bonds entitled to vote are present in person or represented.

THE BOARD OF DIRECTORS

FULCRUM INVESTMENT TRUST P.L.C.

Interim Financial Statement (Unaudited) for the six months ended 30 April 1990

	Six months ended 30 April 1990	Six months ended 30 April 1989
Revenue after Loan Interest	£195,912	£184,106
Net available for Dividend	£121,696	£111,635
Dividend cost	£94,246	£81,809
Dividend Per Income Share	3.06p	2.55p
Net Assets at Valuation	£3,534,626	£2,211,375
Net Asset Value per Income Share	42.90p	42.91p
per Capital Share	13.45p	17.67p

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INVESTMENT MANAGEMENT LTD
4 MOUNTAIN PARADE, HARROGATE, NORTH YORKSHIRE HG1 1BX
TELEPHONE: (0423) 332353 FAX: (0423) 330256

In short, we are. Wiggins Teape Appleton is a leading manufacturer of speciality business papers and supplied over 1 million tonnes of paper in 1989.

For example, we're the world's number one in the manufacture and sale of carbonless papers with the broadest range of products used to make multipart business forms, such as receipts, invoices and statements.

We are a leading manufacturer of thermal papers with over 30% of the US market and some 15% in Europe. Sales of thermal paper, used in fax machines and bar code label printing, have seen high growth thanks to the speed and convenience of both these processes.

In Europe we're one of the largest manufacturers of fine watermarked business stationery.

Provisions contain Chrysalis recovery

CHRYSLIS Group returned to profit in the six months to February 28, but provisions of £200,000 for unrealised losses on dollar deposits held the pre-tax figure to £487,000.

This compared with a £2.1m loss at the entertainment and leisure group in the previous two halfs and an £11.52m deficit in the year to August 1989 due to problems at its US records business.

Mr Chris Wright, chairman, said the upturn reflected increased profits from the communications division and MAM Leisure as well as from the UK-based music publishing companies and Leago's wholesale export division.

In the records division - a joint venture with Thorn EMI since the latter took a 50 per cent stake last July - UK sales jumped to £14m, producing an operating profit of £2m.

However, losses at the US company of \$500,000 reduced the division's contribution to £1,000,000. In 1989 US activities lost \$21.7m.

Mr Wright said that the fortunes of the US company had improved significantly in the third quarter.

The interim dividend is unchanged at 2p. The deficit per share was 0.11p (5.2p).

B Elliott reaps the benefits of restructuring with rise to £7.63m

By John Thornhill

B ELLIOTT, the machine tool and engineering company, recorded a 73 per cent increase in 1989-90 pre-tax profits as it continued to benefit from a restructuring programme.

Taxable profits for the 12 months to end-March grew from £4.4m to £7.63m on turnover of £44.4m ahead of £212.8m.

Several acquisitions made during the year chipped in contributions but the underlying organic growth was estimated to be between 25 per cent to 30 per cent.

The machine tool division recorded strong growth in exports and important sales were made in West Germany and Japan.

A collaboration agreement has also been signed with a machine tool manufacturing enterprise in the Soviet Union and the company sees "new and exciting" opportunities in the region.

Operating profits grew strongly to £3.11m (£1.64m).

Elliott's South African businesses improved productivity and profitability contributing £1.93m (£1.57m).

Earnings per share advanced from 10p to 12.5p and the recommended final dividend of 3.1p brings total payments for the year to 4.35p, a 21 per cent increase.

Mr Michael Frye, chairman, said he viewed the current year with a degree of ambivalence. The UK economy continued to be soft but Elliott was recording increasing demand from overseas.

He added: "We think that we are now beginning to see more good news coming in than bad news."

Elliott's shares firmed 4p to 88p yesterday.

Dobson Park improves 12% to £10m

A 12 per cent expansion in interim profits was yesterday reported by Dobson Park Industries, the mining equipment and industrial electronics and toys group.

Figures covering the half year to March 31 showed profits of £10.16m pre-tax, up from £9.08m in the corresponding period of the previous year.

The largest contribution to profits came from industrial

electronics which put in £4.36m (£3.16m) as a good performance in

Overall margins in the toys business suffered from reduced customer spending; although sales improved 4 per cent, profits dived from £361,000 to £428,000.

Group turnover totalled £129.7m (£114.76m). A maintained interim dividend of 1.9p is payable from earnings of 5.87p (5.71p) per 10p share.

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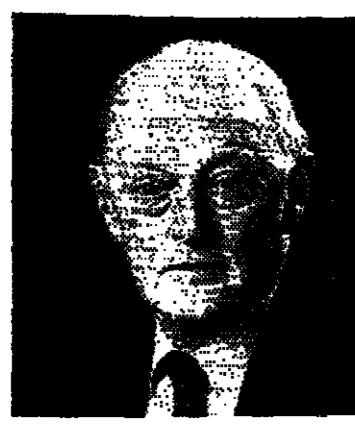
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CHAIRMAN'S STATEMENT



With 16% of all mortgage business in the UK, Halifax Building Society can draw on more experience than any other lender in the

Richard Hornby
CHAIRMAN

housing market. In spite of difficult market conditions in 1989, we turned that experience to producing a set of excellent results.

Our assets went up 18.6% to £47.9 billion, our gross profit also improved by 16% to £534 million. Most tellingly, net mortgage advances increased to £6.2 billion.

But financial results are not the only way we judge our performance.

The satisfaction of our customers is of most importance to us and so in 1989 we again improved and extended the services we offer.

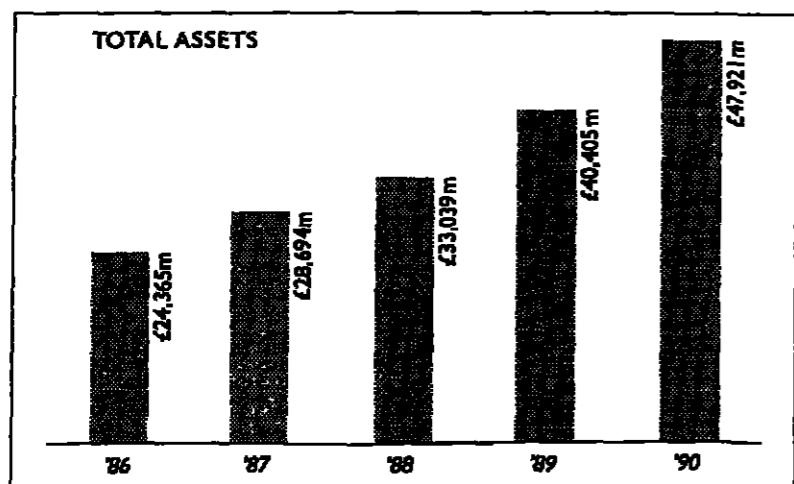
Our primary business is in housing and savings and the market last year was one of the toughest for years – for customers and building societies alike.

Investment and Savings

1989 saw further innovations in our portfolio of investment products.

We introduced a new premium rate product – Capital Xtra – and a regular income account – Monthly Income Xtra.

The market's response to this enhanced product range was particularly encouraging with over £23 billion flowing into our branches.

Banking Services

Perhaps the most significant launch of the year however was our MAXIM current account, which in the first three months alone attracted over 100,000 customers.

With MAXIM, the Halifax can now offer a full personal banking service from cheque book to credit card, from personal loans to travellers cheques.

Later this year, Halifax will launch its

YEARS LIKE 1989 DEMONSTRATE WHY EXPERIENCE COUNTS.

forefront of the mortgage market and we are committed to continued development of our Home Buying Service.

During the year, Halifax Property Services consolidated its position in an extremely difficult market. It will emerge leaner and fitter and well able to compete in the housing market of the future.

Customer Service

The major progress we have made in improving our branch facilities continues to free branch staff from routine administration allowing more time for discussing needs and offering advice to customers, tailoring financial packages to suit them.

A further major development during the year, in our quest to improve on customer services, was the extension of our Financial Services department into operation, offering a wide range of insurance products.

Our link with Standard Life, Britain's leading life assurance

own SWITCH card facility which allows customers to pay for goods and services without having to write a cheque.

Housing

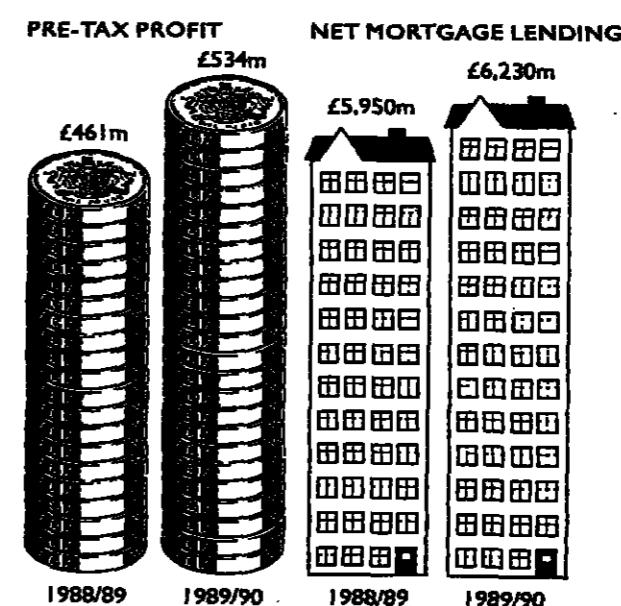
During 1989, we undertook several initiatives in the housing market.

For example, we introduced a special discount for first-time buyers so helping those seeking to make their first step onto the housing ladder.

Our range of low start schemes was also improved and widened in scope and better terms on our Apex mortgages gave a helping hand to those wanting larger loans.

All of these moves help to keep us at the

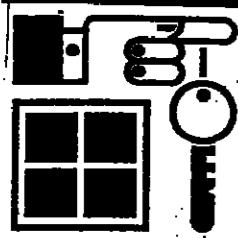
office, will help us extend our portfolio into Unit Trusts and PEPs.

Building on Strength

These results, initiatives and innovations show experience at work helping the Society to consolidate its position as the leading mortgage lender and to pursue its aim to be the No.1 provider of personal financial services in the UK.



FINANCIAL TIMES SURVEY



The 1990s will be a critical decade for London's Docklands, and observers are still divided between sceptics and enthusiastic supporters. John Brennan looks at the phenomenon of 'Dockblindness' and at what this may cost Britain, in national and in international terms

Jellied eel and other myths

ONE in five overseas visitors now takes a trip through Docklands, according to the most recent survey by the London Tourist Board.

However, while foreign tourists add a journey east from Tower Bridge to their itinerary to see what all the fuss is about, David Hardy, third Chairman of the London Docklands Development Corporation (LDDC), confirms a level of "Dock-blindness" among senior business people in Britain that is, he says, "exasperating".

"I have never known anyone who sees it that way hasn't been impressed by what is happening," says Mr Hardy, "and yet I do have conversations all the time with people who will tell me about all the problems attached to the area - and who then admit that the last time they went down there was in 1956 to see the Star of Burma on some such barge at Millwall."

Sir Nigel Broackes, founding Chairman of the LDDC, spent a great deal of his time acting as tour guide to sceptics who image of London's East End, and of Docklands in particular, was of another world populated by Cockney dockers and militant councillors who devoured jellied eels and developers' proposals with equal gusto.

Sir Christopher Benson, Sir Nigel's successor as chairman, had the different, but no less complex task of guiding sceptics around the idea that Docklands was little more than a casino for land speculation, and towards the still heretic view that it was, indeed, an accessible business location.

"Dock-blindness" is as prevalent as ever today, in part because so many senior business people in Britain still have never been there. They have heard about, but have yet to see, what ten years of development work has done to London's Docklands.

This compounds a more colourful set of preconceptions: a decade's worth of television documentaries and newspaper reports have killed the jellied eels image but substituted a set of equally dubious generalities. Anyone who has never been to Docklands can read on a series of "well-known facts" that have sufficient truth in them to justify not visiting.

For example, Docklands is,

anyone who has never been to Docklands can reel off "well known facts"

tus as a land beyond the pale. Docklands' buildings now account for no less than 60 per cent of commercial development activity in the whole of the capital, and yet the area is still not accorded central London status by major property agencies churning out data on the traditional "tire" London office market - City, Midtown and West End.

There are, then, plenty of excuses not to visit the chairman to take a detour along The Highway, or to dig down through Wapping High Street past Limehouse and around West Ferry Road.

So what is it that intrigues



The old and the disputed: Canary Wharf development on the Isle of Dogs, with the City behind

LONDON DOCKLANDS

the foreign tourists?

One reason is that visitors begin to see what the crude statistics only hint at. Eight square miles of LDDC territory doesn't sound that impressive.

It is hard to visualise until it is translated into miles of new or renovated buildings, development sites and open spaces - a total of 4,800 acres of land and buildings in a six-mile extension of the capital.

It also converts into acre after acre of captive waterscape - 500 acres of enclosed water in all, plus the sweep of the River Thames from Tower Bridge to beyond the gap-tooth of the City of London.

The lie is given to the Yuppie-only thesis by the sight of nearly 20,000 new homes for a local workforce that has already more than doubled since the LDDC was formed, with 3,000 businesses having pioneered and now settled in an area with a prospective 180,000 jobs by 1997 - nearly a quarter more than at any time in the Docklands, admittedly troubled, post-war history.

As for commercial accommodation, add up all the actual and outline plans for office space in the LDDC area and a grand total of more than 20m sq ft could be provided by the

fathers of Paris, Brussels, Frankfurt, Dusseldorf and Madrid each have cash-solid arguments in their efforts to attract internationally-mobile businesses.

It is in that international context that LDDC chairman David Hardy likes to view Docklands in terms of Europe and the single market of 1992; with the City and Docklands working together they are tremen-

dously complementary. To get international corporations to move to London and to expand in this country you have got to provide the facilities of the City and of Docklands.

It's a sales message with a bite. London's position as Europe's major international financial centre is less at risk than its status as first choice as a base for international commercial headquarters. The strength of the City's support services for the global financial industry far outweighs London's relevance as a base for a global manufacturing or commercial corporation. And with prime London office space in traditional central locations now more expensive than New York's finest, and only dwarfed by the exceptional costs of Tokyo property, the city

and to speed the second phase of developments, from low to high rise, from cheap and cheerful to City space. A shift that, inevitably, leads back to the old pace of development.

On housing, he says: "Our view was that the way to keep prices down was consciously to saturate the market." That achieved its purpose by winning over the council tenants which helped to break the ice with the Docklands council.

It is a policy of low-cost site

release that he believes might break the log-jam in the Docklands residential market. As for planning, Sir Nigel says:

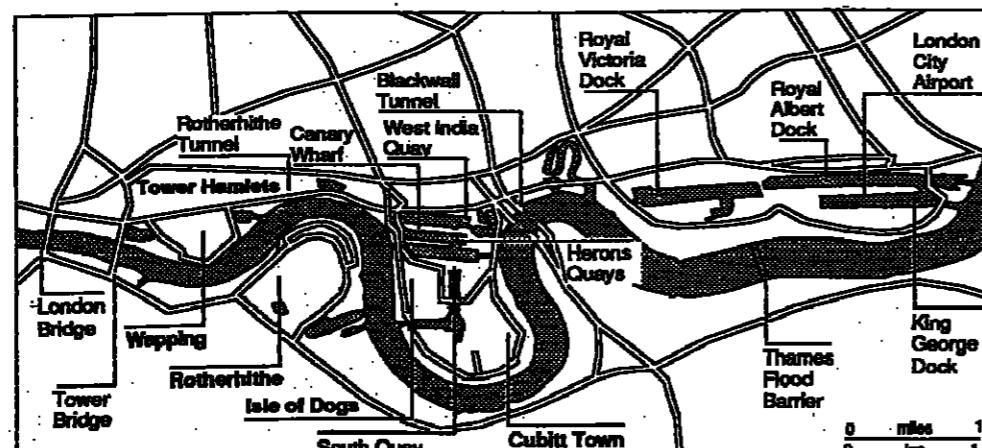
"We did take an enormous interest in the architecture and the developments. I would reject the idea that there was a planning free-for-all; we kept the freehold of sites in the Enterprise Zone and so we were in the position of freeholders.

Mr Nigel believes that: "The highest accolade [for the LDDC] would be to be able to hand back Docklands to its local authorities.

It's a view which Mr Hardy shares. There is no question that there is a role for the LDDC in the next century, but I'd like in my time to see areas such as Southwark at a stage where they can be returned to their boroughs."

Tony Glover talks to two of the new 'Docklanders'

Companies which have made the move



many thousands of letting brochures and physically inspected 120 different premises before deciding on Docklands.

Mr Corfield believes Docklands is going to appear increasingly attractive to companies like his, which depend on face to face contact. "You have to ask where the media village of London is going to move to. There is a natural break in a lot of 25-year leases coming up."

He added that his industry's suppliers, the film studios and production houses, were being adversely affected by the change in use classes which has enabled West End landlords to charge rents of about £44 per sq ft on studio space to bring it into line with office rents. Mr Corfield says he examined

they will head east. He added that the standard of accommodation available in Canary Wharf was far higher than any he had seen in central London.

The 10.4m sq foot Canary Wharf development could only happen in Docklands, given the difficulties associated with site assembly and planning permission in central London. At the heart of the development there will be more than 250 shops, including a 13,000 sq ft Marks & Spencer food hall, a 500-seat food court, more than 30 restaurants, a health club and a full range of business and medical services.

Recently the surrounding infra-

John Brennan interviews LDDC policy-makers past and present

Regeneration game

SIR NIGEL BROACKES, the LDDC's founding chairman, doesn't get down to Docklands as much as he would like to these days. But he retains an obvious fondness for the period when he, along with Mr Reg Ward, the LDDC's first and dramatically most dynamic chief executive had an effectively open brief to regenerate the area.

As chairman-designate in 1979 Sir Nigel ran the LDDC from a suitcase using consultants. "There was no formal budget until the legislation to create the corporation had been passed. We would have been in contempt of Parliament if we had set up without consent, and so we were told that we could spend on consultancy fees."

"Canary Wharf was never taken very seriously in its initial stages, but when the Reichmanns came on the scene everything changed." That change led to plot ratios throughout the Docklands being increased by a factor approaching 10 times," since his chairmanship.

The Reichmann brothers' Olympia & York made its commitment to build Canary Wharf in Sir Christopher Benson's time as LDDC chairman. "When you look at that period you have to say 'Thank God for Olympia & York.' In 1984 Docklands was full of people who were speculating in land purchase, but these were options on land, many of which might never have been followed through to a development," says Sir Christopher.

The Canary commitment helped to bring many of these land options down to ground

that: "We always realised that the key to the area was the infrastructure and that development needed a simultaneous improvement in communications."

Although it was envisaged that new, higher density developments would replace the first crop of developments, no one between 1979 and 1984 could have allowed for the acceleration in the pace of development that resulted from the start made to the E15 Canary Wharf scheme on the Isle of Dogs.

"Canary Wharf was never taken very seriously in its initial stages, but when the Reichmanns came on the scene everything changed." That change led to plot ratios throughout the Docklands being increased by a factor approaching 10 times," since his chairmanship.

The Reichmann brothers' Olympia & York made its commitment to build Canary Wharf in Sir Christopher Benson's time as LDDC chairman.

"When you look at that period you have to say 'Thank God for Olympia & York.' In 1984 Docklands was full of people who were speculating in land purchase, but these were options on land, many of which might never have been followed through to a development," says Sir Christopher.

The Canary commitment helped to bring many of these land options down to ground

IN THIS SURVEY

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Opening up the river

The empty highway

"WHAT staggers me about London," says David Jeffrey, the Port of London Authority's chief executive with responsibility for the river. "That you have this wonderful six-lane highway, already maintained, which runs alongside the main commuter stations of Charing Cross, Waterloo, Blackfriars and Fenchurch Street, and yet it is hardly used."

He adds: "I have heard it said that it costs £20m to build one mile of dual carriageway, and here we have 20 miles of six-lane highway which is just ignored." Mr Jeffrey believes a comparatively small investment from the Government could do a tremendous amount both to open up Docklands to commuters and to relieve central London's traffic congestion.

It would cost about £20m to provide three piers capable of coping with the huge increase in passenger traffic which the opening up of the river would facilitate. This would not only be the cheapest solution to traffic congestion, but one which could be operational before the end of the life of this Parliament.

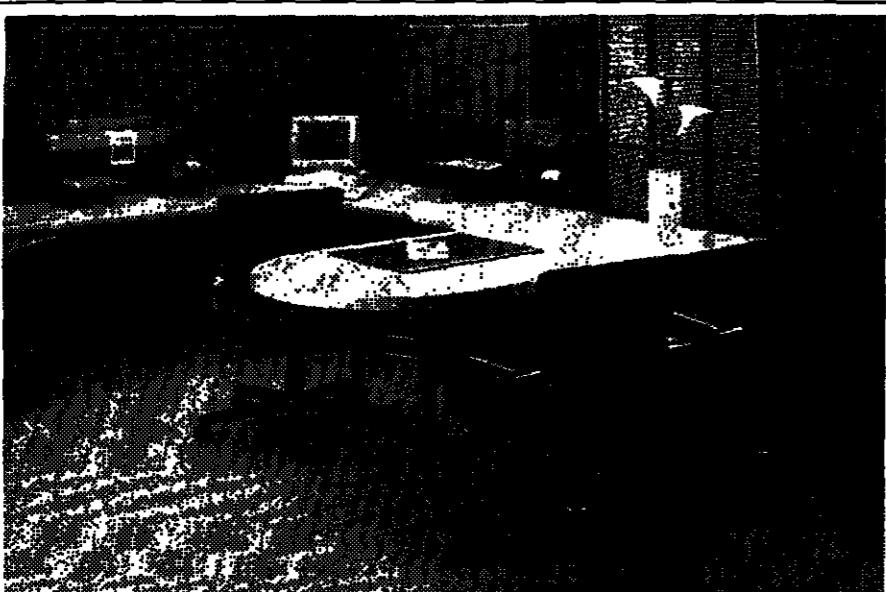
Another incentive for such a project would be the impact on tourism. Given the number of historic and impressive buildings which can be best viewed from the river, London would be well advised to follow the example of cities such as Paris which make great use of river buses.

Given that the initial investment would be so low, why is nothing being done? Mr Jeffrey believes there are two main reasons: one is basic short-sightedness; the second is the poor example set by earlier river transport schemes, which were under-funded. He also suggested there may be a political disincentive in that road schemes generally bring votes from easily identified catchment areas.

Mr Jeffrey is adamant that any river passenger development should follow from a mixed economy scheme and not be continually holding out its hand for government subsidy.

This is in fact already happening, albeit on an extremely small scale. A service is operated by the Riverbus Partnership, formed in March, between the struggling

Tony Glover



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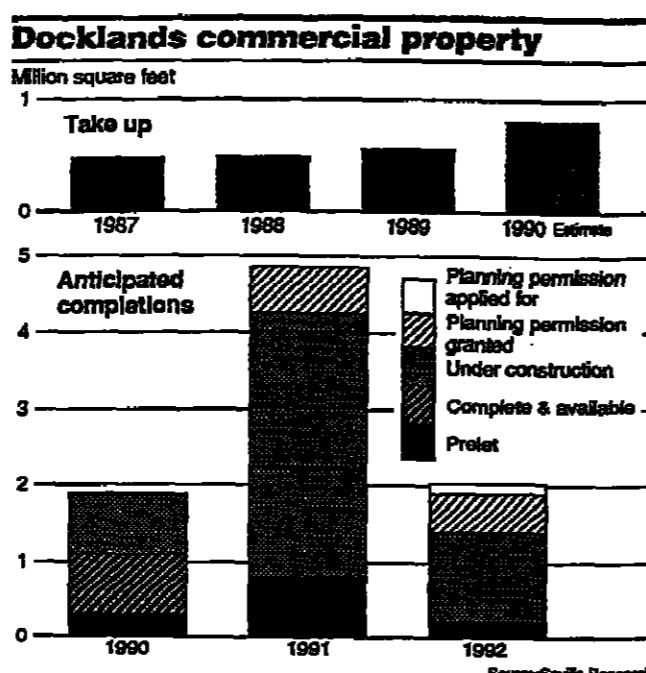
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LONDON DOCKLANDS 2



The traffic may jam forever, writes John Worrall

Waiting for the train

EVERYONE knows about Docklands transport: access to the Isle of Dogs is awful and in the short term will probably get worse. The whole infrastructure was either inadequate from the outset, or is a victim of Docklands' success, dependent upon where sympathies lie. So far, so bad.

But the irony, ribaldry and generally negative press have given the Dogs a bad name which may now be getting out of proportion. By the late 1990s, say those with faith in the Isle, with its new Jubilee Line and good road connections to the motorway network, will arguably be better connected than any off-centre London office location.

The test of that faith will come in the meantime. Not only will rail capacity change relatively little before 1993, but the roads will be inadequate, and half of them will be dug up as road building continues.

The last of the LDCC's road schemes to be completed will be the Limehouse Link westwards to the City which, at more than £220m for little more than a mile, is Europe's most expensive. The LDCC is quietly hoping that with the downturn in the commercial

property market, road and rail improvements might just keep pace with occupation of the office space coming on stream.

The favourite target for derision is the Docklands Light Railway, a driverless shuttle which rides a high rail on a three-branch network connecting Stratford, Tower Gateway and the Isle of Dogs.

With an initial capacity of 1,600 passengers per hour in each direction, it was conceived in the expectation of low-rise industrial development in the Isle of Dogs Enterprise Zone, only to be confronted with enormous office buildings born of the Zone's laissez-faire planning regime which could, in the end add up to 25 m sq ft of space. Someone perhaps should have seen that coming.

With only 22,000 jobs of a possible 160,000 in place on the Isle of Dogs, the DLR already has a mere novelty interest for those in traffic jams below.

Despite a deterrent parking code, horror stories abound of car commuters who must leave home to the west of London at 5.30am to get a decent run in.

While that sort of thing may be partly a symptom of London's general condition, it will probably continue until the Jubilee Line arrives. Docklands probably hopes that the government will not yet bow to pressure for road pricing to treat that condition.

The losers for now are the developers and investors whose buildings, notwithstanding falling rents and rising inducements, are untenanted. The irony is that if they find tenants in the near future, they will add to the traffic. But that also means that there are soft deals for corporate planners who can take an objective view.

Docklands' improvements schedule, now the responsibility of transport minister Mr Roger Freeman, includes the phased expansion of the DLR to carry 6,000 passengers in each direction by 1993 and, probably, its southward extension.

But at that point of course, it ceases to be something for which Docklands can be blamed directly.

Antony Thorncroft looks at broken dreams

An artistic wasteland

IN artistic terms, Docklands is a place of broken dreams. So many plans; so many promises; so much prediction – and so little achievement. Perhaps, naturally, the Dockland Development Corporation has more pressing problems to worry about than improving the arts, but unless a few initiatives are taken soon, the arts world will grow disillusioned with the idea of Docklands as an area of opportunity.

There was a time when Docklands seemed about to be a creative paradise. One of the country's most successful small orchestras, the Academy of St Martin-in-the-Fields, was to move into a purpose-built conversion at Wapping Pumping Station, complete with recording studio. The National Portrait Gallery would switch to a Dockland site, along with many specialist museums, such as the Museum in Docklands which has been meticulously building up a archive of the area. There was even talk of the Royal Opera House finding space to grow in the East. The Arts Council considered moving its HQ there; the Association for Business Sponsorship of the Arts has actually set up on the edges near Butler's Wharf.

Now the Academy project is stalled through lack of cash and most of the other proposals are looking dusky. An artistic tour of Docklands would be very brief. The Design Museum is operating, but its premises are small and it has already lost its first energetic director. Its funding from Terence Conran is guaranteed for only three years and after that it could struggle. Of the two theatres on the periphery of Docklands, the Half Moon is threatened with at least temporary closure and the Theatre Royal, Stratford, is constantly strapped financially.

For music, apart from the Lon-

John Worrall looks at Docklands through the inheritors' eyes

A mixed legacy for councils

TO A great extent, the three London boroughs involved in Docklands – Southwark, Newham and Tower Hamlets – have been spectators to all that has happened.

They have had their local planning democracy within Docklands usurped by the LDCC. In compensation, there has been plenty of scope for politicking and the particular luxury of being able to disclaim all responsibility for something which all three, in colour which clash with the present Government's, have not been slow to do.

"We wouldn't have allowed that," said Tower Hamlets of

the scale of the Canary Wharf office scheme. It has also declined to adopt the Red Brick Road, the road system of the Isle of Dogs business area, saying it is much too small for the job. Most with hindsight would agree that the council will get the road anyway when the LDCC expires.

Southwark for its part has published a booklet, "Broken Promises," which is a list of disenchantments hanging mainly on what it sees as the failure by the LDCC to provide enough jobs, affordable housing and social services.

Those two councils have a clear idea of what they will be left with, which comes down to a lot of commercial space and unmarket residential units, and in the case of Tower Hamlets, an infrastructure problem, which although under heavy treatment, may prove durable.

Newham perhaps remains the most interested observer, because development in its section of Docklands is less advanced: the Royal Docks still constitutes one of the biggest slices of undeveloped inner urban land in Europe.

When the LDCC was set up in 1981, there was a vague expectancy, though no formal statement, that it would last as long as the Isle of Dogs Enterprise Zone, on which basis it would be winding up in 1992. However, at the start of the new decade it has an open ended look about it which prevents the councils from giving thought to picking up the reins.

Despite co-operation on the implementation of planning

consents, relations between the LDCC and the three councils remain a little touchy as the new committee shake themselves down after the May elections. Newham and Southwark stayed staunchly labour, while Tower Hamlets moved more firmly into the Liberal Democrats' hands.

Development partnerships with the private sector would continue although there is some muttering about co-operation with large consortia. They are seen in some quarters as a constriction on development progress insofar as they have a tendency to produce master plans but then dictate the pace of progress according to their own internal criteria as well as market reasoning, sometimes thereby stagnating the process.

Partnerships with Government would probably find more favour, with their attendant CPO powers, land disposal powers and more guaranteed funding every year, as long as the councils controlled the planning.

Councils indeed seem keen to get back to planning infrastructure at the same time as other elements of development, which now seems an almost quaintly old-fashioned idea. All this, however, is hypothesis while the LDCC remains in place – and it still has a lot of work to do.

Meanwhile, although the loss of local planning democracy still rankles, the LDCC's centralised carte blanche planning brief has produced benefits which the councils can enjoy. The experience seems to have been stimulating as well as instructive.

WINNERS AND LOSERS

It's a hard race for developers

Owings & Merrill, and Lehrer McGovern.

Doubts hover over the real strength of such backing, however. Rents are said to be £22 to £28 a sq ft compared with lettings below £20 in other buildings, but the privately-owned developer restricts details of deals, so there are suspicions that bribes may have been offered.

But whatever the early cost, O & Y knows it is building a big early lead by grabbing tenfold. Foreign runners are among the hot favourites, such as Canada's Olympia & York, which after a late start is doing very well.

O & Y's promise to see its 10m sq ft Canary Wharf complex to the finish, even if no crowds arrived, is probably at least partly responsible for spurring on bidding interest.

Credit Suisse and Morgan Stanley were there from the start. After a long delay, Merrill Lynch joined the team, and the string of supporters now includes such as Ogilvy & Mather, Skidmore Owings & Merrill, and Lehrer McGovern.

The strong and the cunning are still running, however, helped by the fact that ground conditions are being improved even while the race is on.

Rudimentary roads and railways have kept away supporters – most seem satisfied to watch from afar, scoffing at the whole event. However, owners are now finding ways to attract bidders.

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Some have already won by starting early and offering the right price. Charter Group made its early sprint by taming up 1m sq ft of offices at Harbour Exchange while others pondered.

"It was important to get to a critical mass at the right time," said Mr Hugo Stuttford of Frank, Frank & Rutley.

Then the group sold four of the blocks. Around 400,000 sq ft has been let at rents between £18.50 and £20.50, the latest space going to the Export Credits Guarantee Department in what owners hope is a prelude to another major government department coming in.

Housebuilders were in Docklands first, so they had the advantage of an early start. However, the crash also hit them, sooner, dragging some towards insolvency. The longer they stayed, the more likely they were to suffer. Barrett East London was a winner because it shifted into joint ventures with local authorities. Another early survivor, Kendal Homes, tried to keep the ball rolling too long and became the best-known loser when Haworth's fall left its nerve over Burrell's Wharf.

The Museum would prefer a larger site at Victoria Dock but this would require the gift of a warehouse, as well as cash, from the LDCC, which has already cut off funding to the Museum, leaving it in redundancy. The LDCC wants the Museum in Docklands to raise more private money but this is difficult in the current climate. Unless it shows more imagination it could inhibit a development which would deliver the sense of identity, and historical roots, which the new Docklands so badly needs.

The LDCC seems to have little grasp of the importance of the past. On a smaller scale it has, in St Mathias Church, one of the few 17th century chapels built in London. Erected by the East India Company, it has been taken over by a Trust which wants to transform it into a venue for chamber music concerts. For want of a relatively small sum the structure is falling deeper and deeper into disrepair.

Here is a building which both architecturally and culturally could enhance Docklands. It is also a symbol of the missed opportunities in the arts. More vision, and more cash, are needed now if Docklands is not to remain an artistic wasteland.

By raising morale, and the quality of life, the small sums of money required would prove an excellent investment.

Five years. Sales doubled within weeks, shooting them forward in the field. Regalian and Rosehaugh followed, and even Barratt had to offer similar terms to stay in the race. In one move, house builders went from stragglers to probable winners.

Whether the same could be said for people who buy these flats is a matter of opinion. They are betting heavily on being able to sell within five years. However, David Goldstone of Regalian, who estimates his sales have been boosted tenfold, has confidence in buyers' ability to calculate their prospects. He believes they will be winners when the market is back to buoyancy in two or three years' time.

It will take a little longer before commercial property reasserts itself, however, which is why he has turned down the chance of helping Conran out of its dilemma on Butler's Wharf, where the group has wilted under pressure.

The confidence in the eventual success of Docklands has led Regalian into a partnership with O & Y to produce another 2m sq ft of offices and homes at Heron Quay, next to Canary Wharf, in the mid-1990s. Others are aiming for the same time slot, ready to prove that outcomes could also be Docklands' winners. Richard Fraser of Hillier Parker says the Swedish group NCC is ploughing ahead with the 500,000 sq ft first phase of its office development on the east of the Isle of Dogs. Stanhope Properties, meanwhile, has shaken off running-mate Rosehaugh and will push for 800,000 sq ft at nearby Blackwall Yard, although it has dropped development plans for the Royal Docks.

The differing fortunes of these stalwarts crystallises the difficulty in judging winners and losers at this stage. Once equally matched partners, Stanhope has roared ahead with the help of a hefty push from O & Y, which now owns 30 per cent. Rosehaugh is relying on its own stamina and dropping back fast. Such off-course activity make the odds almost impossible to calculate.

David Lawson

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'Lifestyle' building? John Brennan looks at the dreams that were interrupted

A residential property nightmare

THE sales agent was smiling through the silence. There is not a great deal more a professionally polished residential property negotiator can do when faced with such lack of tact.

The breach of etiquette was to cut across enthusiastic talk of past triumphs and future glories to ask about current sales. For the last two years such blunt questions have been regarded as profoundly ill-mannered. Beyond the strained smile lay successive months of frustration: viewers dip in and out with the sunshine, and buyers remain a rarity. Those who have turned up at sales agents' offices or tracked down the skeleton staff left to man once bustling sales centres have frequently abused their welcome by suggesting discounts that head past bargain hunting towards attempted theft. The agents' rental desks, on the other hand, have been kept busy handling a stock of properties that individual and developer owners are unwilling to sell at silly prices.

The Docklands' residential market has been so inactive that even this year's slate of inferior new properties has failed to act as a kick-start for the market. All of this begs a question: Why, in a capital city where fewer than 15,000 new homes are added to the 2.7m housing stock each year, and where even hyper-conservative official statistics suggest an immediate need to accommodate upwards of 100,000 extra households and a further 150,000 by the century's end, should estate agents be standing idly by empty and unsold homes?

The answer can be found in the imbalance of housing in Docklands. The popular image of Docklands as an area of riverside warehouse conversions has been fuelled by the past several years' concentration of development and renovation work on prime sites - sites that cried out for housing of a standard that put the completed properties way beyond the price range of the average first-time buyer or younger family household. Consequently, Docklands is akin to a village where a couple of rectories and a brace of manor houses have been completed before the villagers' cottages.

Yet, like the village manors, the riverside warehouse conversions and new-built homes are the exception when set against the total housing potential in the seven square miles of LDDC lands. While they do attract most of the attention, the expensive properties represent a considerably small percentage of the 19,000-plus homes already built or under construction within the borders of the LDDC.

It was always planned that the expensive properties were built first. In the first tentative years of the LDDC's life, when builders had to be press-ganged to visit the area, it was assumed most new housing in Docklands would be subsidised for owner-occupation by locals. Nine in ten docklanders at that time lived in council lodgings, and it was a gamble whether any would move from rents to mortgages.

In the event, the bad local authority housing standards ensured a ready demand for new homes, which were made affordable by virtually giving the land to the builders and paying their site clearance and preparation costs.

It was the startling success of this first round of housebuilding that set in motion the subsequent, increasingly exotic game of site monopoly that determined the shape of the Docklands' residential market today. If the East Enders could be won from their council blocks by affordable housing, could not the new generation of City traders be drawn east by "lifestyle" properties?

In translating West End prices to East End sites there was a sudden transformation in the value of land. In the five years from 1983 to 1988 land that had previously been regarded as having negative value because of the cost of reclamation became as expensive as any site in a fashionable residential part of central London.

The LDDC could only cheer this. The residential developments were, after all, taking the Docklands regeneration miracle of land reclamation, putting up the money to help speed the transition from shuns to summs.

The developers could take comfort from the quality of competition for the sites. Few sailed away even as site costs spiralled. Given the projected resale values of prime apartments and houses, the sites justified the costs. As for

those projected prices, when flat buyers were willing to queue to put down deposits and to sign binding purchase agreements two years ahead of completion, what right-thinking builder, or even prudent financing institution, could be accused of being reckless about values?

The rest is near history. Completions coincided with the slump in City trading activity, the "down-scaling" of trading teams, rising domestic interest rates, and competitive completions of equally tough to sell apartment blocks in longer-established residential areas. Too many and too pricey properties bumped into the market at the worst possible moment - just as the best customers were starting to get unfamiliar overdue payment reminders on their gold cards.

Developers who could, shifted towards the lower-cost and social housing projects. The housing need is just as pressing, but it's at the cost-conscious base of the market, not among the £200,000-plus apartments.

In Docklands housing, there are at least seven distinct areas within the LDDC, and a myriad sub-divisions in each of these.

BECKTON: This is Docklands beyond the docks, an area that could once boast some of the largest rubbish tips and industrial wastelands interspersed with run-down council houses and flat-blocks straight out of a planner's nightmare. Six miles east of the City, Beckton was a place to drive past.

In many ways this is now the most successful residential section of the area. Plenty of the old council properties that remain are well past an ever dubious prime. Walkways and cycle paths between the new warehouse stores and the housing estates gather weeds just as fast as the disused industrial buildings did before the bulldozers moved in. And yet, 4,000 new homes with gardens make an enormous difference. Stretches of Beckton have a Hampstead Garden Suburb feel to them these days, an impression that would have been laughable less than ten years ago.

Prices of properties here are in tune with their market, with three and four bedroom homes selling and reselling fairly actively at and around £100,000, with plenty of smaller properties available for £50,000 and up. The extension of the Dockland Light Railway into Beckton by 1992 will draw the area closer to Central London and make it a natural satellite town for the offices on the Isle of Dogs.

THE ROYAL DOCKS: Beckton's immediate neighbour to the south and west, but decades apart in terms of development. The Royals, the last and greatest of London's Thameside docks, would have been Britain's answer to Rotterdam's Export port but for spectacular incompetence on the part of management, dock workers, and successive governments. Some of that historic ill-fortune seems to have been left behind in the land clearance work preparing for the great water city that could be developed around 245 acres of captured dock water. The decision of property development groups Rosehaugh and Stanhope to pull out of a £500m proposed development because of "continuing deterioration of the property market" augurs ill for any early start to the reconstruction of the area. The new homes planned here by their thousands await less tempestuous times and a fresh century.

THE ISLE OF DOGS juts into the Thames, forcing the river south from Limehouse to curve past Greenwich and up again to the mouth of the River Lee. In the 1850s this was the most important engineering centre in the country, with the world's leading steam shipbuilding yards. Now the LDDC's Enterprise Zone, it houses the largest single concentration of commercial space in the area, a dockside city clustered around Olympia and York's Canary Wharf development.

The existing terraced houses and council homes of Millwall and Silvertown to the south and of Poplar to the north of the docks are replaced with a fringe of rivers and dockside new developments of wildly varying quality. From £800,000-plus penthouses on the river to £70,000 one-bedroom flats inland, there are thousands of new homes on sites that, but for the crash, would now contain thousands more.

A sign of the times is the rent of apartments in the Cascades' apartment block to formerly homeless families on the council's waiting list. Cascades had

been marketed as the ultimate yuppie tower.

Investors hope it's a temporary embarrassment, and that more than 50,000 jobs will be packed on to the island once the current crop of office space is completed and filled.

LIMEHOUSE: Here the London canal system meets the river at one of the oldest commercial areas in Docklands. Given new prominence when the SDP was formed in Dr David Owen's living room in a house close to the early 18th century Grapes pub in Narrow Street, the area has been pretty well bidden to passers-by for several years by the extent of building activity and the volume of construction traffic.

The completion of the cut-and-cover Limehouse Link road will have a profound effect on the traffic volumes and end the delays on construction around the Limehouse Basin, the canal bridge dock area. Once the truck traffic bypasses the area Limehouse promises to become one of the market, not among the £200,000-plus apartments.

In the meantime, a mix of strikingly good and strikingly bad new buildings helps to impress visitors. So too do prices that need to be paid to square footage rather than bedrooms or reception room numbers.

The area has some of the largest flats in Docklands and £400,000-plus asking prices on two-bed units don't sound quite so eccentric

when you appreciate that the sizes equate to that of an average four-bedroomed house.

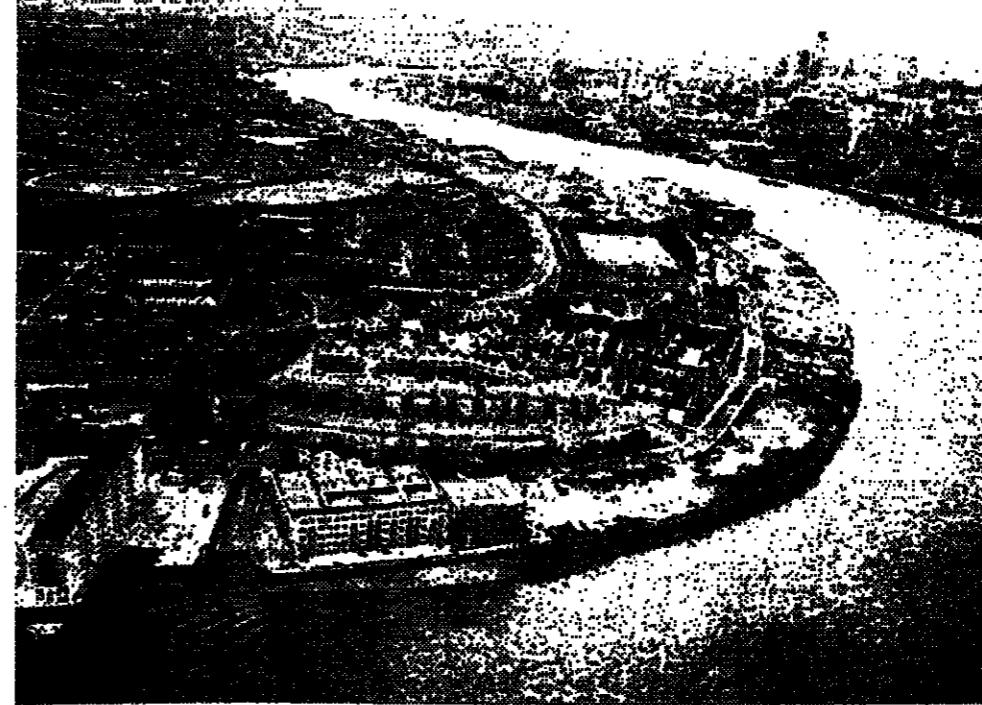
The few original Georgian river front houses rarely reach the open market. When they do they have tended to trade around the half a million pound mark.

Off-river flats range from £140,000 up.

WAPPING: The City's nearest neighbour, now an established residential area in its own right. There is a message in the fortunes of the parallel row of fine Georgian houses at Wapping Pierhead, which cost £3,000 to £10,000 apiece when sold off by the Port of London Authority in the late 1980s, and changed hands for less than £40,000 a decade later, sell today in the £200,000 to £250,000 range.

The past few years have given Wapping more than its share of riverside homes valued at half a million pounds or more, and a dozen or more penthouse apartments on the river where prices run from £750,000 to more than a million.

Even with its long curve of river frontage, the majority of new and refurbished homes in Wapping are away from the Thames. It is a rare two-bedroomed flat by the river that costs less than £20,000, but the same or greater space inland can be found for two thirds of that and closer to half that in the dull market of the past year.



Picture: Glyn Geddes

Housing developments at Rotherhithe, and 'inner suburbia in waiting' on the Thames south bank

Docks east of the City. Developments scar the area, but they will mellow and so, eventually, may

the owner-occupiers who bought in the area in the knowledge that it was served by the Waterloo Line to find that service discontinued. The planned rail and tube links will draw the area within the Central London passenger service network by the mid-1990s. That makes this an inner suburbia in waiting.

four-bedroomed house is available for less than £150,000.

Dock and riverside developments are, as always, significantly more expensive. The price of an inland four-bedroomed

home will cover the cost of a waterside flat of half that size,

although it is the more expensive water view properties that have been suffering a sharper dose of sales blight than the family homes inland in the past year.

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FINANCIAL TIMES
EUROPE & BUSINESS NEWSPAPER

COMMODITIES AND AGRICULTURE

Oil traders devise strategies for the 21st century

Steven Butler on explosive growth in hedging and speculation for dates up to ten years ahead

THE MARKET for very-long-dated forward trading of oil received a big boost this week with the offering by Phibro Energy of the first "synthetic oilfield" — a trust with a payout modelled on the depletion of a real oilfield with a 10-year life.

Yet this is just the latest development in what has been an explosive growth in the market for long-dated hedging and speculation in crude oil. Hundreds of millions of barrels of oil, worth billions of dollars, are now hedged for periods extending up to ten years by means of tailor-made swaps and options.

No one knows precisely how the market is — even though the bulk of business is handled by no more than five or six companies worldwide — but it is growing rapidly, with many banks trying to enter the market, and has begun to exert a significant influence on oil prices and on the operation of oil markets.

As a result of this, trading in the longer-dated contracts for crude oil on the New York Mercantile Exchange, for example, has mushroomed in the past two years, as shown in the illustration.

In January BP Oil, the oil marketing, refining and trading arm of British Petroleum, established a Derivative Products Division — a separate profit centre managing oil price exposure for other units of BP and outside clients — and set out aggressively to win new business.

But BP was in part heading down a trail blazed by others, including Hedge Oil, a subsidiary of Elf Aquitaine, and Phibro Energy, the energy trading division of Salomon Brothers. Bankers Trust and Chase Manhattan Bank, as well as Banque Paribas, are also big players.

Ms Vivienne Cox, head of the BP's operation, says BP's volume of risk management activities now rivals the oil group's traditional trading and she expects the business to double in the next year.

When oil prices fall, swaps and options enable consumers to lock in low prices for an agreed period. When they soar, producers can secure sales prices for months and years to come, regardless of which way the market moves subsequently.

A swap is a device by which risks are exchanged. An oil company, for example, may agree to compensate a consumer should prices rise for a product, but would receive payment should they fall below an agreed price. In an option, a consumer pays a fee for the option to buy a product at an agreed price. This would be exercised should prices rise, but would leave the option holder free to benefit from any price fall.

Refining margins can be locked in through a swap, in which the swap provider takes positions guaranteeing a differential between crude oil and the refined product. Chase, Bankers Trust, and Phibro have all marketed "synthetic oil" in the form of bonds which pay a high coupon and which are redeemable upon maturity according to the value of a number of barrels of oil.

Mr Nigel Saperia, of Phibro, says issues are attractive to the issuer because of the differential between the future prices of oil available in the market and the much higher future price of oil implied in the share prices of oil companies. Phibro believes it can obtain oil more cheaply through the markets than oil companies can by exploring for it and producing it.

The availability of these instruments has broader financial significance: banks say they are willing to raise lending limits and improve financing terms for investment projects in which a company has removed price risks through swaps and options.

Swap providers, however, must pay the swap provider. Consumers have generally been hedging only a portion of their fuel requirements, say 15 per cent. Yet the recent experience of airlines, where profits have been hit badly by rising fuel costs, could lead this proportion to increase.

Management of this sort of

must pay the swap provider. Consumers have generally been hedging only a portion of their fuel requirements, say 15 per cent. Yet the recent experience of airlines, where profits have been hit badly by rising fuel costs, could lead this proportion to increase.

Management of this sort of

describes a similar growth in the business, involving periodic trips to the BP Oil board to lift exposure limits as managers gradually grow accustomed to taking this unfamiliar sort of risk on the books.

Ms Cox predicts an eventual shakeout among providers of these products, perhaps occasioned by sudden changes in the market.

Chase claims to have made the first deal in 1986, but ran into trouble with the US Commodity Futures Trading Commission over suspicions that the products were futures transactions that must be subject to its jurisdiction. The market then moved to Europe, but has now taken off in the US following a CFTC ruling last summer under which it exempted the products from regulation.

Chase and others found that organised futures markets did not meet the needs of many consumers. Products traded were different from those used by consumers. The futures allowed a hedge at only one point in time, whereas many consumers wanted to lock in an average price that would protect a budgeted cash flow. Low levels of future liquidity beyond three or four months made longer term hedging difficult. Consumers may have been able to overcome these problems, but not without establishing a sophisticated and expensive trading operation.

"We have the economies of scale here to provide a cost-effective hedging service for our clients," says Mr Michael Harper, director of commodity indexed swaps and finance at Chase.

Growth of the industry has swelled trading in the forward trading months at the Nymex, which has become the sole venue for medium-term hedging. Although the London-based International Petroleum Exchange has achieved good volume in its Brent crude contract, liquidity only extends to two or three months.

Some argue that swaps have changed the shape of the Nymex price curve. Oil markets have traditionally traded in backwardation, in which prompt months trade at premiums to forward months. This is an anomalous price curve found in other commodity markets only when nearby supplies are tight.

Mr Harper believes backwardation persisted in oil markets in part because they were dominated by oil producers with short futures positions, and with relatively little offsetting consumer participation. With a rise in consumers' long futures positions as swap providers offset their risk in the futures markets, however, Mr Harper believes contango, in which prompt prices are relatively cheap, may become more common.

These seemingly arcane market characteristics are important because traders seek to protect themselves by taking opposing positions at different points on the curve itself, rather than being caught on oil prices. When the curve changes shape, millions are lost or gained.

Mr Harper says the market has tended to grow in lurches as consumers and producers seize opportunities at what they hope are the extremes of the price cycle. Yet many producers, he says, are reluctant to hedge future oil prices because they believe investors buy their shares in part to take a punt on prices. With the availability of synthetic oil, which is a pure oil price investment, however, he argues this view is increasingly out of date.

Moscow and US say grain problem solved

By Leyla Boultou in Moscow

THE SOVIET Union and major US exporters appear to have overcome difficulties over late Soviet payments for American grain imports.

The head of Exportkliob, the Soviet grain-buying agency, and one of the major US players disclosed after meeting in Moscow this week that there had been problems recently but said these were now resolved.

Mr Whitney Macmillan, chairman of Cargill, the US grain trading company, told the Financial Times before leaving Moscow yesterday evening: "Back in March I felt pretty insecure but now I feel much better. I don't have a problem now." Mr Macmillan was in Moscow this week as part of a US-Soviet commission to discuss trade and economic co-operation ahead of next week's summit in Washington.

Mr Oleg Klimov, the chairman of Exportkliob, said: "there was a serious problem in February but since the beginning of May we've settled everything." He said that discussions this week had focused mainly on Soviet economic reform plans and "what we can expect for the new season." The two sides had also agreed to settle what he called minor non-grain problems.

He gave soyameal as an example. "I told Mr Macmillan that now that we had solved more than 90 per cent of the

problem why not settle the balance? They are very satisfied," he said.

He said that the Soviet Union had fallen behind on payments because of a row about bank guarantees between Exportkliob and Soviet credit institutions. "We argued about the conditions for extending payments for four, 12, six months," Mr Klimov said. In the past 18 months, the Soviet Union has shifted from buying grain for cash to a credit basis as part of its economic restructuring.

Mr Macmillan said the problem was due to Soviet problems in balancing export receipts with import spending. The delegation of senior US businessmen also included executives from Louis Dreyfus and Arthur Daniels Midland.

Back in March and April, the international grain trade declined to comment on reports that the Soviet Union was seriously behind with payments and that major US companies had decided not to sell because Moscow had not paid up on earlier contracts.

Neither Mr Macmillan nor Mr Klimov would yesterday give figures for the Soviet arrears or confirm that US companies had explicitly declined sales. But Mr Klimov rejected as excessive estimates that the delayed Soviet payments had totalled as much as \$500m.

Forestry review ruled out

By Bridget Bloom, Agriculture Correspondent

THE UK Government has dismissed calls from the House of Commons Select Committee on Agriculture for a review of its forestry policy.

The Committee, which reported last February after a two year enquiry into forestry and land use, also called for the state owned Forestry Commission to be split in two to "eliminate the perceived conflict of interest within the

Commission in its roles as nationalised industry and regulatory authority.

In its response to the report, the Government says the Commission should stay as it is, while a review would not be useful since forestry policy "has already moved substantially in the directions favoured by the Committee."

House of Commons paper 402 HMSO £1.70.

Call for spice association

By David Blackwell

THE EUROPEAN spice trade needs to act quickly in setting proper technical standards if it is to survive intact after 1992, an international pepper industry conference was told yesterday.

The rice harvest is expected to fall 24 per cent to 8.4m tonnes, compared with domestic consumption of 11m tonnes, while maize output is projected to 14.5 per cent to 23.6m tonnes.

Bad weather is also damaging the coffee crop. In Minas Gerais, now Brazil's leading coffee-producing state, heavy rain and cold winds have damaged both quantity and quality.

He urged the European trade to form a proper association

and agree on a European contract with agreed technical specifications and quality and hygiene controls. "In the absence of such an association it would seem inevitable to me that the volume of business and the number of participants will decline."

Controls and legislation on such things as pesticide residues would emanate from the European Commission without any input from the trade, he warned. While the trade remained fragmented, it would be unable to protect itself.

MacSharry stands firm on beef regime

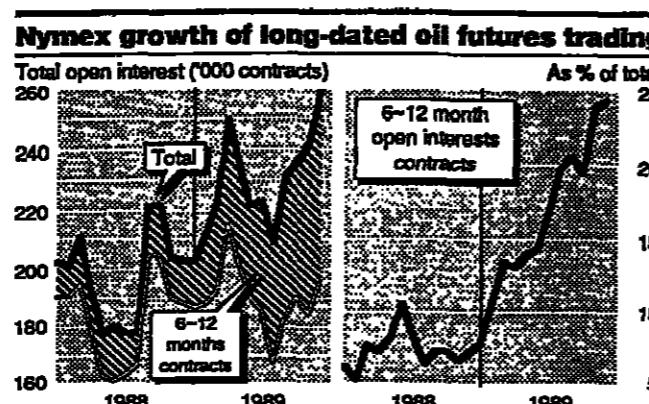
By Tim Dickson in Killarney

THE EUROPEAN Community has no intention of easing buying-in restrictions in the EC beef regime, Mr Raymond MacSharry insisted yesterday.

Speaking at an international meat conference in Killarney, Ireland, the Brussels Commissioner said he has been "concerned about recent trends in prices and the strong use of intervention over the last 12 months."

Quantities offered under recent tenders had been in excess of what was normally expected at this time of year and "the intake is double what we intended."

Under the reforms of the EC beef regime, the Community is obliged only to buy 220,000 tonnes of surplus beef each year — a limit which was comfortably respected in the 12



months to April, 1990. However, given the underlying market conditions and indications that the outbreak of BSE, or mad cow disease, in Britain is hitting consumption of beef, there is strong danger that the threshold could be reached in the coming year.

The new rules of the regime require that Brussels intervene beyond 220,000 tonnes when prices fall below a certain level, but Mr MacSharry made clear yesterday that he is determined to avoid this. "Any responsible approach to the market must ensure that intervention is concentrated on periods of peak supply," he said.

The safety net aspect has to remain the primary focus in our intervention policy. The present situation should not be

seen as an opportunity for raising expectations as regards higher levels of intervention generally."

Commenting on Mr MacSharry's remarks, one Irish government official at the conference predicted that Brussels might try to rely on "other instruments of control" such as export refunds (subsidies) and controls on storage.

On BSE the Commission said that chief veterinary officers of the EC were conducting a review at a meeting in Ireland this week and that a workshop was to be set up so that experts from all the member states are associated with the work that is going on."

He said the beef industry need to take "an initiative" to ensure consumer confidence in meat and hinted that money

could be available from Brussels in the context of a plan he has been considering for 12 to 18 months to finance EC food promotion generally.

Commenting on external markets, Mr MacSharry said it was difficult to justify the decision to ban imports from countries from lucrative markets in North America and the Far East at a time when the Community was being pressed to open its markets to increase imports. On sheepmeat Mr MacSharry also cautioned against emerging signs of over-production. The market, he said, was "unlikely to absorb increasing quantities in line with recent trends" and there were strict limits to what the Community could do in the way of supporting market prices.

private estimates," One analyst said. He thought exports would decline to 12.5m tonnes.

Brazil is the world's second biggest soybean producer; after the US, Brazilian exports last year were 15.4m tonnes, equivalent to almost two-thirds of its output.

The rice harvest is expected to fall 24 per cent to 8.4m tonnes, compared with domestic consumption of 11m tonnes, while maize output is projected to 14.5 per cent to 23.6m tonnes.

Private traders are more pessimistic than the institute. "We are working with a harvest forecast of 19m tonnes, which is an average of the various

MARKET REPORT

COCOA prices closed sharply up in London and were well ahead in New York by mid-session as concern continued over the political tension in the Ivory Coast, the world's leading producer. Traders said they doubted whether an announcement that plans for salary cuts had been dropped would be enough to contain unrest. The Ivorian Government also said it would be unable to meet the salary demands of some members of the security forces who have staged sporadic demonstrations in Abidjan in the past two weeks. "Earlier this week the Ivorian government appeared ready to satisfy a number of pay

demands... They are now saying that those demands are not going to be met which, in my opinion, negates what they have done to pacify the situation," one London trader said. Gold moved ahead on the London bullion market after Wednesday's sharp fall. Traders said although Wednesday's big sale would probably be felt for a while it was a one-off move. "Whatever business had to be done has been done and the market is now left to pick up the pieces which it seems to be doing very quietly at the moment," said an analyst.

Compiled from Reuters

SUGAR - London FOX (\$/tonne)

Close Previous High/Low

May 945 914 944 922
Jun 927 900 925 923
Sep 922 951 928 949
Dec 956 957 1001 988
Mar 1013 1018 1018 1008
Sep 1008 1009 1009 1005
Jul 1043 1013 1045 1022

Turnover: 7220 (7490) lots of 10 tonnes
ICCO indicator prices (SOFR per tonne), Daily price for May 23 1145.88 (1150.70) 10 day average

Turnover: May 24 1133.28 (1100.17)

COFFEE - London FOX (\$/tonne)

Close Previous High/Low

May 646 637 646 632
Jul 627 618 627 600
Sep 630 623 631 606
Dec 510.8 505.8 512.0 504.00
May 310.0 304.0 307.0 302.00
Sep 303.0 303.0 308.0 302.00

Turnover: 1807 (267) lots of 5 tonnes

London Commodity Exchange price for May 22: Comp'd daily 74.62 (74.81), 15 day average

72.95 (72.96)

COFFEE - London FOX (\$/tonne)

Close Previous High/Low

Aug 465 454 465 454
Oct 400.0 389.0 400.0 389.0
Dec 392.0 387.0 392.0 384.5
Sep 385.0 382.5 385.0 380.0

Turnover: May 26 (265) lots of 50 tonnes.

WHITE PEPPER - London FOX (\$/tonne)

Close Previous High/Low

May 100.0 99.0 100.0 99.0
Jul 100.0 99.0 100.0 99.0
Sep 100.0 99.0 100.0 99.0
Oct 100.0 99.0 100.0 99.0
Dec 100.0 99.0 100.0 99.0

Turnover: May 26 (265) lots of 40 tonnes.

LONDON BULLION MARKET (\$/barrel)

Close Previous High/Low

May 1475.0 1465.0 1475.0 1465.0
Jun 1455.0 1445.0 1455.0 1445.0
Sep 1425.0 1415.0 1425.0 1415.0
Dec 1395.0 1385.0 1395.0 1385.0

Turnover: 101 (189) lots of 40 tonnes.

CRUDE OIL - ICE (\$/barrel)

LONDON STOCK EXCHANGE

Marketmakers try to buy in stock

SEVERAL significant corporate developments occupied centre stage on the UK stock market yesterday. But over the market as a whole, the closure of a number of Continental markets for the Ascension Day holiday meant that the big UK based investment institutions were not inclined to trade in the absence of their European rivals.

Marketmakers were left to tidy up their trading positions and re-consider the outlook for domestic interest rates in the wake of the unanticipated April trade deficit disclosed on Wednesday.

The absence of a firm lead left equities to trade erratically,

eroded London's confidence and turned shares onto the downward path again.

The final reading showed the FT-SIE Index at 2,277.1, a fall on the day of 10.3. Seag volume remained fairly brisk at 420.2m shares but well down from the 545.1m of the previous session.

International Stock Exchange data confirmed that customer business in London had recovered recently to above the £1bn daily mark - on Tuesday the customer total was £1.5bn.

A little head was paid yesterday to the announcement of a 1.8 per cent gain in UK industrial production in March, although this was well above market forecasts. Weakness in

UK gilts, however, continued to unsettle share prices. Some market firms were clearly taking a hard look at the recent upturn in equities. The strategy team at Kleinwort Benson remained on the bearish side, commenting: "We continue to see a setback during the summer months."

Special situations provided the market's highlights yesterday. Reutors shared rose strongly ahead of confirmation that the global communications group has won the screen-based trading contract for the Chicago Board of Trade and the Chicago Mercantile Exchange; the news, regarded as highly bullish for Reutors,

was signalled by a large overnight share trade which failed at first to appear on London's electronic list of overnight deals.

The second half of the session brought a series of heavy deals in BAT Industries as the Hoylake camp sold half its stake through Salomon International in London. Hoylake will not be selling the rest of its stake because the remaining BAT shares are to be offered as an alternative to cash to shareholders. Hoylake is to be wound up.

The Hoylake sell-out was well received by London analysts, who take a favourable view of BAT prospects.

Hoyle cuts BAT holding

BAT Industries had already put in a firm performance against the market trend when a block of 5m shares, and two more of 4m and 4.2m, in the company appeared on the ticker in the early afternoon. Traders immediately speculated that Hoyle, the acquisition vehicle run by Sir James Goldsmith, the Anglo-French entrepreneur, had sold half of its 12 per cent stake in the company. Another 5.2m shares changed hands just before the close, taking turnover to 26m, the highest day's total for the stock since Hoylake's bid last summer.

Hoylake later confirmed it had sold the shares, saying that the move was a prelude to distributing the rest of the stake to its shareholders before winding up the company. It said the trades had been done through Salomon Brothers, and dealers assumed that this meant the buyers were in the US, a notion backed by heavy turnover in New York.

BAT added to its earlier gains to close at the day's high of 70p, up a net 19.

Telecom connects

The market gave a ready response to British Telecom's preliminary results and a subsequent analysts' meeting, which was described as encouraging. Commented one specialist: "Plenty of analysts have been upgrading their forecasts from levels which were always too low."

The pre-tax profit figure for the year came out at £2.5bn, after a £350m provision made for the big job losses announced some weeks ago in BT's "Project Sovereign" reorganisation. The provision was said to be slightly higher than many had expected, although the dividend total was also considered to be slightly above expectations.

The analyst said the meeting with BT management was "very positive with all volumes, both inland and international, holding up very much better than had been expected; couple that to the fact that costs are under control and you have good news." He added, however, that the shares have outperformed the market.

Mr Christopher Tucker of Kitcat & Aitken, who said he was sticking with his current-year forecast of £2.98bn, described the results as "a good solid performance." He added that he found encouraging the fact that growth in call

Account Dealing Dates

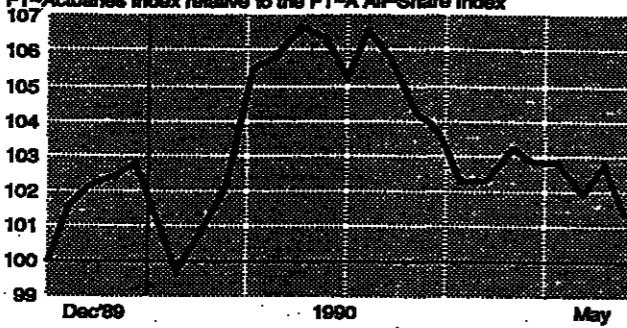
First Dealings	May 14	May 29	Jun 11
Open/Dealing Dates	Mon 24	Jun 7	Jun 21
Last Dealings	May 25	Jun 8	Jun 22
Accrued Open	Jun 4	Jun 18	Jul 2
Close Date	May 25	Jun 18	Jul 2

"More deals may take place from time to time between now and the close date."

With some marketmakers still short of stock and only too willing to buy shares when the market turned down. The early part of the session saw the FT-SIE index down by 1 point. A rally then set in, taking the index up by a net 8 points on overnight until an unconvincing opening on Wall Street

Oil & Gas

FT-Autocries Index relative to the FT-A All-Share Index



volumes and exchange line rentals was so strong in current economic conditions. The reorganisation should blow away the cobwebs left over from BT's days in the public sector," said Mr Tucker.

BT shares settled 8 higher at 26p, after 26p, with turnover a higher-than-usual 13m.

Reuters strengthens

News that the Chicago Board of Trade and the Chicago Mercantile Exchange, the world's biggest futures exchanges, have agreed to adopt Reuters' Globex trading system gave the company's shares a strong push. The stock was 34 higher at one point and closed a net 23 ahead at 118p, with turnover a short-term record.

Reuters' EMI shares rose strongly in volume after the group announced it had sold its lighting division to US group GTR. Reuters did not divulge the sum it is receiving for the lighting business.

Many said the amount would be in the region of £350m, but one usually well-informed source mentioned a figure "very close to £300m." He said the disposal was disappointing regarding price, although it did relieve Reuters' debt position. "It improves the balance sheet but the price is actually disappointing."

It was believed that lighting businesses had performed very badly over the past 12 months in spite of a number of overseas acquisitions, notably in France, Australia, Sweden and Norway, for something in the region of £140m.

Reuters' EMI shares alone would add another £20m to revenues in 1992 and £40m in 1993. He added that this week had also seen the Japanese Ministry of Finance say it had no objection to Globex being used in Japan.

A third analyst, however, The gloomy predictions that

NEW HIGHS AND LOWS FOR 1990

NEW HIGHS (1)	AMERICANS (2) BANCS (3)	CANADAIS (4) BANCS (5)	INDUSTRIALS (6)	INDUS. CHEMICALS (7)	ENGINEERING (8) FOODS (9)	FOODS (10) HOTELS (11)	INDUSTRIALS (12) ACQS. (13) BLDG. (14)	INDUS. (15) INDUS. (16) INVEST. (17)	INVEST. (18) INDUS. (19)	INDUS. (20) INDUS. PROPERTY (21)	INDUS. (22) PARTNERSHIPS (23)	INDUS. (24) TRADES (25)	INDUS. (26) TRAVEL (27)	INDUS. (28) TRADERS (29)	TRDED MARKET (30)
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APPOINTMENTS

and Mr Ian P. Kaye. Mr Kaye will be based in the City office and Mr Kaye at head office of Yamaichi International.

■ MINST INSURANCE BROKERS (UK) has appointed Mr John Hawkins as an executive director responsible for its operations in Manchester, Liverpool and Leeds.

■ THE AUTOMOBILE ASSOCIATION has appointed Mr Philip Pugh as executive manager for its road services operation in the Midlands and East Anglia. He joins from Fortis-CB, where he was manufacturing and operations director.

Mr Malcolm Williamson, group executive director, banking, becomes responsible for all mainstream banking activities round the world, as well as for credit risk management and trade finance. The appointment singles Mr Williamson as a potential future top executive of the group.

Mr David Moir has been appointed to the new post of regional director, East Asia.

Mr Rodney Galpin, Standard Chartered chairman, said it was timely to strengthen the group's banking and fee earning businesses to enhance competitiveness and achieve the objectives set out in last year's recovery plan.

■ Sir Norman Fowler (above) has joined the board of NPG as a non-executive director. Sir Norman is MP for Sutton Coldfield and a Privy Counsellor.

■ PROJECT MANAGEMENT INTERNATIONAL has appointed two directors to its main board, Mr John Holland

LONDON STOCK EXCHANGE

FINANCIAL TIMES STOCK INDICES

	May 24	May 25	May 22	May 21	May 20	Year Ago	High 1990	Low 1990	Since Corporation High Low
Government Secs	78.36	78.56	79.23	78.23	78.74	86.06	84.20	74.13	127.4 49.18
Fixed Interest	87.29	87.25	87.42	87.45	87.27	96.87	92.91	83.80	106.4 60.53
Ordinary Share	1805.2	1810.0	1828.5	1810.8	1794.3	1777.3	1988.3	1653.6	2008.5 49.4
Gold Minns	203.7	211.6	212.6	207.1	170.4	378.5	207.1	734.7	43.5
FT-SE 100 Share	227.7	228.7	231.3	228.2	225.9	214.2	2463.7	2163.4	2483.7 98.9
Ord. Div. Yield	5.08	6.07	5.02	5.00	5.13	4.17	5.08	4.02	5.08 4.17
Earning Yld (%full)	11.49	11.47	11.35	11.43	11.59	10.83	11.59	10.83	11.59 10.83
Ex-Rate Ratio(%)	10.52	10.54	10.65	10.58	10.48	11.19	10.54	10.54	10.54 11.19

	May 24	May 25	May 22	May 21	May 20	Year Ago	High 1990	Low 1990	Since Corporation High Low
Government Secs	78.36	78.56	79.23	78.23	78.74	86.06	84.20	74.13	127.4 49.18
Fixed Interest	87.29	87.25	87.42	87.45	87.27	96.87	92.91	83.80	106.4 60.53
Ordinary Share	1805.2	1810.0	1828.5	1810.8	1794.3	1777.3	1988.3	1653.6	2008.5 49.4
Gold Minns	203.7	211.6	212.6	207.1	170.4	378.5	207.1	734.7	43.5
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Ord. Div. Yield	5.08	6.07	5.02	5.00	5.13	4.17	5.08	4.02	5.08 4.17
Earning Yld (%full)	11.49	11.47	11.35	11.43	11.59	10.83	11.59	10.83	11.59 10.83
Ex-Rate Ratio(%)	10.52	10.54	10.65	10.58	10.48	11.19	10.		

LONDON SHARE SERVICE

MOTORS, AIRCRAFT TRADES - Contd												PROPERTY - Contd												TRUSTS, FINANCE, LAND - Contd												TRUSTS, FINANCE, LAND - Contd												OIL AND GAS - Contd												MINES - Contd																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
1990	High	Low	Stock	Price	+/-	No.	Cy/Gr	P/E	1990	High	Low	Stock	Price	+/-	No.	Cy/Gr	P/E	1990	High	Low	Stock	Price	+/-	No.	Cy/Gr	P/E	1990	High	Low	Stock	Price	+/-	No.	Cy/Gr	P/E	1990	High	Low	Stock	Price	+/-	No.	Cy/Gr	P/E																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
Components	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	559	560	561	562	563	564	565	566	567	568	569	569	570	571	572	573	574	575	576	577	578	579	579	580	581	582	583	584	585	586	587	588	589	589	590	591	592	593	594	595	596	597	598	599	599	600	601	602	603	604	605	606	607	608	609	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	629	630	631	632	633	634	635	636	637	638	639	639	640	641	642	643	644	645	646	647	648	649	649	650	651	652	653	654	655	656	657	658	659	659	660	661	662	663	664	665	666	667	668	669	669	670	671	672	673	674	675	676	677	677	678	679	679	680	681	682	683	684	685	686	687	688	689	689	690	691	692	693	694	695	696	697	698	699	699	700	701	702	703	704	705	706	707	708	709	709	710	711	712	713	714	715	716	717	718	719	719	720	721	722	723	724	725	726	727	728	729	729	730	731	732	733	734	735	736	737	738	739	739	740	741	742	743	744	745	746	747	748	749	749	750	751	752	753	754	755	756	757	758	759	759	760	761	762	763	764	765	766	767	768	768	769	770	771	772	773	774	775	776	777	778	779	779	780	781	782	783	784	785	786	787	788	789	789	790	791	792	793	794	795	796	797	798	799	799	800	801	802	803	804	805	806	807	808	809	809	810	811	812	813	814	815	816	817	818	819	819	820	821	822	823	824	825	826	827	828	829	829	830	831	832	833	834	835	836	837	838	839	839	840	841	842	843	844	845	846	847	848	849	849	850	851	852	853	854	855	856	857	858	859	859	860	861	862	863	864	865	866	867	868	869	869	870	871	872	873	874	875	876	877	878	879	879	880	881	882	883	884	885	886	887	888	889	889	890	891	892	893	894	895	896	897	898	899	899	900	901	902	903	904	905	906	907	908	909	909	910	911	912	913	914	915	916	917	918	919	919	920	921	922	923	924	925	926	927	928	929	929	930	931	932	933	934	935	936	937	938	938	939	940	941	942	943	944	945	946</td

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OFFSHORE AND OVERSEAS																	
CANADA (SIB RECOGNISED)																	
MANAGEMENT SERVICES																	
GUERNSEY (SIB RECOGNISED)																	
OFFSHORE INSURANCES																	
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St Mary's, Castleton, Isle of Man																	
Global Maritime Ltd																	
Albany International Assurance Ltd - Cont'd																	
Global Maritime Ltd																	
Gibraltar Life & General Insurance Co Ltd																	
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Money Market Trust Funds

Money Market Bank Account

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3pm prices May.25

Continued on Page 4

NYSE COMPOSITE PRICES

-12 Month
High Low Stock D%

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 2 or more or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise stated, rates of dividend are annual distributions based on the most recent declaration.

D-dividend date, **s**-stated, b-annual rate of dividend plus stock dividend, c-liquidating dividend, old-called, d-new yearly low, e-estimated earnings per share, f-estimated earnings per share, g-dividends declared or paid in preceding 12 months, h-estimated earnings per share, i-estimated earnings per share, j-estimated cash dividends paid in stock in preceding 12months, k-estimated cash dividends paid in stock in preceding 12months, l-estimated cash dividends paid in stock in preceding 12months, m-estimated cash dividends paid in stock in preceding 12months, n-estimated cash dividends paid in stock in preceding 12months, o-estimated cash dividends paid in stock in preceding 12months, p-estimated cash dividends paid in stock in preceding 12months, q-estimated cash dividends paid in stock in preceding 12months, r-estimated cash dividends paid in stock in preceding 12months, s-estimated cash dividends paid in stock in preceding 12months, t-estimated cash dividends paid in stock in preceding 12months, u-estimated cash dividends paid in stock in preceding 12months, v-estimated cash dividends paid in stock in preceding 12months, w-estimated cash dividends paid in stock in preceding 12months, x-estimated cash dividends paid in stock in preceding 12months, y-estimated cash dividends paid in stock in preceding 12months, z-estimated cash dividends paid in stock in preceding 12months. The high-low range begins with the start of business the next day delivery. P/E price-earnings ratio, r-dividend reinvested or paid in preceding 12 months, plus stock dividend, s-stock split. Dividends begin with date of split. t-skip dividend paid in stock in preceding 12months, u-skip dividend paid in stock in preceding 12months, v-skip dividend paid in stock in preceding 12months, w-skip dividend paid in stock in preceding 12months, x-skip dividend paid in stock in preceding 12months, y-skip dividend paid in stock in preceding 12months, z-skip dividend paid in stock in preceding 12months. Dividends begin with date of split. **Ex**-dividend date, **W**-withhold, **Wd**-withheld, **Wd-d**-withheld dividends, **Wd-w**-withheld warrants, **Y**-ex-dividend or ex-rights, **Xdr**-ex-distribution, **Wd-f**-withheld funds, **Yid-yield**.

NASDAQ NATIONAL MARKET

3pm prices May 25

AMEX COMPOSITE PRICES

*3pm price
May 2*

Stock	P/ 52w	P/ 52w					Stock	P/ 52w	P/ 52w					Stock	P/ 52w	P/ 52w					
		D/E	100s	High	Low	Close			D/E	100s	High	Low	Close			D/E	100s	High	Low	Close	Chg.
Stack	.85	10.4	18.8	15.4	15.4	15.4	Stack	.96	16.35	33.25	23.5	33.5	+1.5	Stack	.70	12.12	26.25	26.25	26.25	-	Stack
AT&T	.85	5.75	6.75	5.75	5.75	5.75	AT&T	.45	7	8	9	9	-1.5	AT&T	.12	15.15	51.5	51.5	51.5	-1.5	AT&T
ATT P2230	.205	5.75	11.5	11.5	11.5	11.5	ATT P2230	.45	-	5	9.5	9.5	-1.5	ATT P2230	.12	15.15	51.5	51.5	51.5	-1.5	ATT P2230
Action	.18	4.5	11.5	11.5	11.5	11.5	Action	.45	-	5	9.5	9.5	-1.5	Action	.10	50.50	84.5	84.5	84.5	-1.5	Action
AirExp	.15	14.4	17.5	17.5	17.5	17.5	AirExp	.45	-	5	9.5	9.5	-1.5	AirExp	.10	340.340	4.5	3.5	4	+1.5	AirExp
Allis	.7	15	5.5	5.5	5.5	5.5	Allis	.45	-	5	9.5	9.5	-1.5	Allis	.10	5.5	8.5	8.5	8.5	-1.5	Allis
Allstar	.58	15	2.5	2.5	2.5	2.5	Allstar	.45	-	5	9.5	9.5	-1.5	Allstar	.10	25.25	25.25	25.25	25.25	-1.5	Allstar
AlphaOne	.10	25	2.5	2.5	2.5	2.5	AlphaOne	.45	-	5	9.5	9.5	-1.5	AlphaOne	.10	25.25	25.25	25.25	25.25	-1.5	AlphaOne
Alta	.74	800	435	425	43	+1.5	Alta	.45	-	5	9.5	9.5	-1.5	Alta	.10	25.25	25.25	25.25	25.25	-1.5	Alta
Amidst	.10	13	314.0	184.7	152.5	152.5	Amidst	.45	-	5	9.5	9.5	-1.5	Amidst	.10	34.34	18.18	18.18	18.18	-1.5	Amidst
Amwest	.24	34	10.5	10.5	10.5	10.5	Amwest	.45	-	5	9.5	9.5	-1.5	Amwest	.10	10.5	10.5	10.5	10.5	-1.5	Amwest
AMXSoft	.94	5	10.5	10.5	10.5	10.5	AMXSoft	.45	-	5	9.5	9.5	-1.5	AMXSoft	.10	25.25	25.25	25.25	25.25	-1.5	AMXSoft
AMZBld	.25	25	5.5	5.5	5.5	5.5	AMZBld	.45	-	5	9.5	9.5	-1.5	AMZBld	.10	25.25	25.25	25.25	25.25	-1.5	AMZBld
AMZC	.14	4	6.5	6.5	6.5	6.5	AMZC	.45	-	5	9.5	9.5	-1.5	AMZC	.10	25.25	25.25	25.25	25.25	-1.5	AMZC
Amsoil M. Bio	.8	271	4	3.5	4	+1.5	Amsoil M. Bio	.45	-	5	9.5	9.5	-1.5	Amsoil M. Bio	.10	25.25	25.25	25.25	25.25	-1.5	Amsoil M. Bio
Amwest	.33	33	2.5	2.5	2.5	2.5	Amwest	.45	-	5	9.5	9.5	-1.5	Amwest	.10	25.25	25.25	25.25	25.25	-1.5	Amwest
Andel	.55	35	3.5	3.5	3.5	3.5	Andel	.45	-	5	9.5	9.5	-1.5	Andel	.10	25.25	25.25	25.25	25.25	-1.5	Andel
Astrotec	.55	35	1.5	1.5	1.5	1.5	Astrotec	.45	-	5	9.5	9.5	-1.5	Astrotec	.10	25.25	25.25	25.25	25.25	-1.5	Astrotec
Atari	.71	1107	5.5	4.5	5	+2.5	Atari	.45	-	5	9.5	9.5	-1.5	Atari	.10	25.25	25.25	25.25	25.25	-1.5	Atari
Audited	.25	25	3.5	3.5	3.5	3.5	Audited	.45	-	5	9.5	9.5	-1.5	Audited	.10	25.25	25.25	25.25	25.25	-1.5	Audited
B - B							B - B							B - B							
B HO 3.20m	.4	20	12.5	12.5	12.5	12.5	B HO 3.20m	.45	-	5	9.5	9.5	-1.5	B HO 3.20m	.10	25.25	25.25	25.25	25.25	-1.5	B HO 3.20m
BAT 1.60m	10.678	12.5	11.5	12.5	12.5	12.5	BAT 1.60m	.45	5.5	13	13	13	-1.5	BAT 1.60m	.10	25.25	25.25	25.25	25.25	-1.5	BAT 1.60m
BBN	.35	5.5	5.5	5.5	5.5	5.5	BBN	.45	-	5	9.5	9.5	-1.5	BBN	.10	25.25	25.25	25.25	25.25	-1.5	BBN
Barclay g	.40	7	7	7	7	7	Barclay g	.45	-	5	9.5	9.5	-1.5	Barclay g	.10	25.25	25.25	25.25	25.25	-1.5	Barclay g
Barclay/IG	.75	32	5.5	5.5	5.5	5.5	Barclay/IG	.45	-	5	9.5	9.5	-1.5	Barclay/IG	.10	25.25	25.25	25.25	25.25	-1.5	Barclay/IG
Baruch	.70	34	15.5	15.5	15.5	15.5	Baruch	.45	-	5	9.5	9.5	-1.5	Baruch	.10	25.25	25.25	25.25	25.25	-1.5	Baruch
Baymaxx .704	.94	15	15.5	15.5	15.5	15.5	Baymaxx .704	.45	-	5	9.5	9.5	-1.5	Baymaxx .704	.10	25.25	25.25	25.25	25.25	-1.5	Baymaxx .704
Beard	.11	11	1.5	1.5	1.5	1.5	Beard	.45	-	5	9.5	9.5	-1.5	Beard	.10	25.25	25.25	25.25	25.25	-1.5	Beard
BergB x	.45	15	48.1	27.5	25.5	25.5	BergB x	.45	-	5	9.5	9.5	-1.5	BergB x	.10	25.25	25.25	25.25	25.25	-1.5	BergB x
BethM 1.20	12	10	4.5	3.5	4.5	+1.5	BethM 1.20	.45	-	5	9.5	9.5	-1.5	BethM 1.20	.10	25.25	25.25	25.25	25.25	-1.5	BethM 1.20
Bioff A	.17	21	2.5	2.5	2.5	2.5	Bioff A	.45	-	5	9.5	9.5	-1.5	Bioff A	.10	25.25	25.25	25.25	25.25	-1.5	Bioff A
Bioff/Pt	.34	1494	6.5	6.5	6.5	6.5	Bioff/Pt	.45	-	5	9.5	9.5	-1.5	Bioff/Pt	.10	25.25	25.25	25.25	25.25	-1.5	Bioff/Pt
Bonwell	.24	1	11.5	11.5	11.5	11.5	Bonwell	.45	-	5	9.5	9.5	-1.5	Bonwell	.10	25.25	25.25	25.25	25.25	-1.5	Bonwell
Bonne	.25	23	4.2	4.2	4.2	4.2	Bonne	.45	-	5	9.5	9.5	-1.5	Bonne	.10	25.25	25.25	25.25	25.25	-1.5	Bonne
Brixx g	1.04	12	17.5	17.5	17.5	17.5	Brixx g	.45	-	5	9.5	9.5	-1.5	Brixx g	.10	25.25	25.25	25.25	25.25	-1.5	Brixx g
C - C							C - C							C - C							
CMI Cp	.32	2.5	2.5	2.5	2.5	2.5	CMI Cp	.45	-	5	9.5	9.5	-1.5	CMI Cp	.10	25.25	25.25	25.25	25.25	-1.5	CMI Cp
CamEng	.23	17.7	3	3	3	3	CamEng	.45	-	5	9.5	9.5	-1.5	CamEng	.10	25.25	25.25	25.25	25.25	-1.5	CamEng
CamCr	.48	18.472	23.5	22.5	22.5	22.5	CamCr	.45	-	5	9.5	9.5	-1.5	CamCr	.10	25.25	25.25	25.25	25.25	-1.5	CamCr
Castella	.68	13	22	13	13	13	Castella	.45	-	5	9.5	9.5	-1.5	Castella	.10	25.25	25.25	25.25	25.25	-1.5	Castella
CFCCds 0.91e							CFCCds 0.91e							CFCCds 0.91e							
CFDvA	.45	30	24.5	24.5	24.5	24.5	CFDvA	.45	-	5	9.5	9.5	-1.5	CFDvA	.10	25.25	25.25	25.25	25.25	-1.5	CFDvA
CFDvA .0.91e	.41	42	23	23	23	23	CFDvA .0.91e	.45	-	5	9.5	9.5	-1.5	CFDvA .0.91e	.10	25.25	25.25	25.25	25.25	-1.5	CFDvA .0.91e
CFPPer	.11	8	7	5	5	5	CFPPer	.45	-	5	9.5	9.5	-1.5	CFPPer	.10	25.25	25.25	25.25	25.25	-1.5	CFPPer
Cominc .50e	.12	12.5	12.5	12.5	12.5	12.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.13	29	2.5	2.5	2.5	2.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.14	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.15	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.16	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.17	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.18	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.19	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.20	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.21	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.22	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.23	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.24	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.25	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.26	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.27	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.28	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.29	20.5	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5	-1.5	Cominc .50e	.10	25.25	25.25	25.25	25.25	-1.5	Cominc .50e
Cominc .50e	.30	17.7	5.5	5.5	5.5	5.5	Cominc .50e	.45	-	5	9.5	9.5</td									

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AMERICA

Dow falls on weak bonds and early profit-taking**Wall Street**

AFTER an early wave of profit-taking, expected after three sessions in which the Dow Jones Industrial Average closed at record highs, the equity market bounded back before turning lower again in sympathy with bonds, writes Janet Bush in New York.

At 2pm, the Dow was 6.17 lower at 2,360.09 on moderate volume of 101m shares. On Wednesday, the Dow came back from a loss of about 15 to close 0.05 higher at 2,365.26.

Blue chips tended to do better than the broad market with most indices marginally lower, even when the Dow was in positive territory. The Standard & Poor's 500 index was quoted 0.44 point lower at 338.85.

The market keeps hitting new records despite the fact that a large number of investors are sceptical about current levels. The latest survey of market forecasters compiled by Investors Intelligence shows that 45.8 per cent of them were bearish on stocks last week and 40.9 per cent were bullish.

Clearly, continued buying has been concentrated in quality, blue chip issues. What appears to be happening is that portfolio managers are raising their stock allocations simply in response to the fact that the market keeps hitting successive record highs. There does not appear to be much activity by individual investors.

Equities derived some support yesterday from Treasury

bonds which moved a little higher after a surprisingly sharp downward revision in both quarter GNP growth from 2.1 per cent to 1.3 per cent.

Overall, the impact on both markets of the GNP release was muted because the revision was almost entirely due to a downward adjustment to

Computer 5% to \$122.4. Digital Equipment 5% to \$92 and on the over-the-counter market, Apple Computer 5% to \$41. Among blue chips, Exxon fell 5% to \$47.4, General Motors 5% to \$48.5 and Merck 5% to \$51.4, but F.W. Woolworth edged 5% higher to \$65.

US Shoe gained 5% to \$24.4 after it reported a 229 per cent increase in its net income for the fiscal quarter ended on May 5, compared with a year earlier. Circuit Enterprises rose 5% to \$62 on the company's prediction of net income in its second quarter of \$1.7m, up 70 cents a share. National Media Corp fell 5% to \$10.9m on speculation that the company's earnings in fiscal 1990 ended in March will be disappointing. The company said that the rumours were without merit.

NYSE volume

Date (million)	250	200	150	100	50
10 11 14 15 16 17 18 19 20 21 22 23 24	230	220	210	200	190
May 1990	185.47/20.00	185.47/20.00	185.47/20.00	185.47/20.00	185.47/20.00

Canada

TORONTO stocks slipped slightly at mid-session after New York shares fell on profit-taking. The composite index lost 7.4 to 3,611.8 on volume of 10.2m shares. Declines led advances 223 to 178.

Gold shares were the one bright spot after COMEX gold futures rose about US\$2.50 an ounce. American Barrick rose 5% to C\$22.4% and Lac Minerals climbed C\$4 to C\$12.1.

Toronto-Dominion rose C\$4 to C\$17 after releasing its second quarter earnings, down two cents to 48 cents. Hudson's Bay was unchanged after reporting a first quarter loss of 19 cents versus 36 cents.

Inventories, however, increased and the Dow went back into negative territory.

Tobacco stocks attracted attention yesterday, weakened by news that Mr Louis Sullivan, Health and Human Services secretary, is seeking state bans on cigarette vending machines as part of a campaign against minors smoking.

Philip Morris fell 1% to \$43.4%, American Brands dropped 1% to \$67.6% and UST lost 1% to \$28.6%.

Among technology issues, IBM fell 5% to \$118.5%, Compaq

rose 5% to \$122.4% and the Dow fell 1% to 1,400 on expectations that it would report good earnings.

Roundup

THE RELATIVE calm in Japanese markets was noticeably absent from some of the other markets in the region yesterday, particularly Hong Kong and Taiwan.

HONG KONG extended its rally to a fifth consecutive session in active trading, helped by its volatile price movements by individuals and corporate investors looking for quick profits. Sasebo advanced Y3.11 to Y1,130.

Shikoku-Harima Heavy Industries was up Y0.7 to Y1,210 and Mitsubishi Heavy Industries rose Y60 to Y1,060. Mitsui Engineering and Shipbuilding advanced Y27 to Y85.

Elsewhere, Toyo Shutter posted a strong rise of Y90 to Y3,400 on expectations that its pre-tax profits would rise 11 per cent in the year to March 1991.

The company has seen strong demand for its heavy shutters thanks to a buoyant construction sector. There was also talk that the company might offer a mixed mood on the market yesterday.

The Nikkei average rose slowly only to meet resistance in midday trading. After fluctuating between a high of 32,328.92 and a low of 32,069.50 the Nikkei closed up 135.42 at 32,311.75.

Losers outnumbered gainers by 506 to 426 and 189 issues were unchanged. Turnover was somewhat lower at 600m shares, down from 650m on Wednesday. The Topix index of all listed stocks was up only 0.55 at 2,395.30 and in London, the ISE/Nikkei index eased 0.75 to 1,791.68.

The resilience of the yen helped support market sentiment yesterday but investors were more interested in individual results and in which sectors or issues would come out on top.

High technology electricals, for example, were depressed by lower-than-expected results from Kokusai Electric, a company which makes electronic parts and communication equipment. This cooled interest in other high technology electricals, which were expected to see very good earnings results over the year.

Kokusai Electric took a beating and lost Y250 to Y4,500. Sony, which has been expected to report strong results and has been rumoured to be planning a scrip issue, gained Y50

to Y8,750. Investors were wary of buying Sony before the company released its results after the close, but Sanyo Electric, recently popular, suffered profit-taking and lost Y16 to Y940.

Heavy industrials, by contrast, were in strong demand.

Investors will expect their earnings will be good following a surge in orders for ships.

The yen's strength and stable interest rates also contributed to their popularity.

Another heavy industry issue, interest shifted to Sasebo Heavy Industries, favoured by its volatile price movements by individuals and corporate investors looking for quick profits. Sasebo advanced Y3.11 to Y1,130.

Turnover stayed heavy at HK\$1.55bn, though well down from Wednesday's HK\$1.92bn.

Utilities posted sharp gains, banking and commercial and industrial issues advanced moderately, and property stocks were little changed.

TAIWAN, where the weighted index peaked at 12,855.34 on February 10, fell another 426.63 or 6.08 per cent to 6,587.77, a fifteen-month low, after Tuesday's 294.06 recovery.

Volume fell to 970m shares valued at NT\$61.6bn from 1.19bn shares and NT\$76.5bn billion NT dollars.

A broker said that the market would stage a recovery only when the government took steps to reduce the current 0.6 per cent stock transaction tax and to instruct banks to support the market.

MANILA moved lower in choppy trading on continued political uncertainty and terrorist attacks.

The composite index eased 3.47 to 5,745 and declines led advances 18 to 16, while 23 issues were unchanged.

Volume also fell to 59.9m shares from 61.7m on Wednesday.

Sunstar, which makes toothpaste and cosmetics, gained Y70 to Y1,490 on expectations that it would report good earnings.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY MAY 22 1990					TUESDAY MAY 22 1990					DOLLAR INDEX		
	US Index	Day's Change %	Pound Sterling Index	Local Currency	Day's change % local currency	Gross Div. Yield	US Index	Pound Sterling Index	Local Currency Index	1980 High	1980 Low	Year ago (approx)	
Australia (81)	132.62	+0.4	116.10	115.24	+0.8	6.03	132.07	115.76	114.89	158.51	125.28	134.54	
Austria (19)	239.56	+1.9	210.07	207.93	+1.8	1.30	235.52	206.43	204.35	285.83	193.15	215.01	
Belgium (51)	126.03	+0.3	128.00	125.50	+0.5	4.58	148.12	122.63	122.63	180.20	115.25	132.25	
Canada (17)	136.04	+0.5	119.10	118.50	-0.3	0.20	136.04	118.65	116.94	159.01	120.37	136.05	
Denmark (53)	256.92	0.1	224.93	222.50	+0.0	1.29	257.13	225.38	222.51	280.02	226.89	186.96	
Finland (28)	139.67	+0.5	122.27	114.80	+0.2	2.39	138.94	121.78	114.52	152.28	125.99	141.31	
France (125)	167.00	+0.2	148.20	147.49	+0.5	2.79	158.52	145.95	146.80	188.55	141.69	113.33	
West Germany (93)	125.70	+1.3	113.77	112.99	+1.5	1.98	128.28	112.44	111.31	137.71	122.24	125.22	
Hong Kong (46)	256.93	+0.3	113.10	112.99	+0.0	0.20	157.07	156.24	156.24	186.50	145.20	156.25	
Ireland (17)	181.18	0.5	158.62	152.16	-0.4	2.75	182.21	159.70	159.21	198.57	172.72	138.36	
Italy (96)	105.93	-0.5	92.74	97.13	-0.3	2.45	106.43	93.29	97.41	106.43	91.85	74.97	
Japan (54)	153.32	+0.3	134.22	146.54	+0.1	0.57	152.79	133.92	146.33	178.28	124.40	177.72	
Malaysia (35)	230.40	+1.2	204.24	242.65	+1.1	2.22	230.46	202.01	246.11	245.80	187.20	178.84	
Mexico (13)	165.59	+0.2	142.80	150.52	+0.2	5.00	150.40	144.00	150.40	185.80	132.45	125.25	
Netherlands (43)	141.24	-0.2	123.85	121.19	-0.0	4.85	141.49	124.02	121.15	145.88	120.43	112.24	
New Zealand (17)	62.84	+0.3	55.01	52.12	+0.2	7.56	52.63	54.90	56.01	76.36	59.57	67.66	
Norway (23)	243.72	-0.2	213.36	213.26	+0.1	1.49	243.74	213.94	213.05	245.90	202.34	178.50	
Singapore (25)	205.72	-0.2	180.97	176.47	-0.3	1.06	207.14	181.58	207.14	193.70	156.88	173.70	
South Africa (60)	150.30	-0.3	162.00	164.35	-1.3	0.32	150.77	167.21	162.47	207.39	173.20	130.21	
Spain (46)	150.11	-0.4	140.17	142.82	-0.4	1.42	140.13	142.82	140.13	165.13	126.32	140.76	
Sweden (35)	204.04	+0.9	178.63	183.50	+1.0	2.20	202.14	177.16	181.85	206.92	173.89	156.63	
Switzerland (66)	101.81	+1.1	69.13	69.05	+0.6	2.32	100.73	88.29	88.55	102.05	88.75	67.81	
United Kingdom (305)	156.82	-0.7	137.29	137.23	-0.6	4.85	157.92	138.42	138.42	184.3			

SECTION III FINANCIAL TIMES SURVEY



The former railway town of Swindon has been transformed in the last 30 years into a dynamic business centre. The spread of development ranges from electronics and manufacturing industries to distribution and financial services, as Stewart Dalby explains here.

Plenty to boast about

HEAVEN knows it would be easy to knock Swindon. The town has had a bad press since one of its most famous alumni and film star, the late Diana Dors, developed the habit of describing it as a place you only wanted to get away from.

But to damn Swindon because it is not Venice or Las Vegas or even Bath, Bristol or Oxford, rather misses the point.

What is claimed for Swindon is that over the space of 30 years it has been transformed from a sleepy provincial town, over-dependent on one industry - the railways - into a dynamic, business centre which on certain criteria is one of the most successful in the south-west.

Its superb communications - it is almost on the M4 motorway which runs east-west, close to the M5 going north-south, near to Heathrow airport, and has easy access to London by train (50 minutes)

- have been vital ingredients in its dramatic rebirth.

But also important is the fact that Swindon has remained easy to get out of - chief executives can live in splendid houses in Gloucester-



SWINDON

shire, for example, while lesser mortals live in the beautiful Wiltshire villages which surround the town.

Swindon is also a functional working town. This has meant that the new town has become one great office block. If you walk around it at 8pm you will not find much company and may have the feeling you are breaking a curfew.

Swindon was changed from an agricultural market town (vestiges of this role are still evident in Old Town up on the hill) when the great 19th century engineer, Isambard Kingdom Brunel, chose Swindon as one of the country's first rail-way towns.

It was often called "the Crewe of the south". Not only was it a major rail junction, it was also home to an extensive engineering works. In its heyday, the Great Western Railway (before it was nationalised after the Second World War) employed 14,000 people.

The Swindon population figure in the late 1950s was around 70,000. When the last British Rail Engineering Ltd (Brel) workshops were closed in 1986-87, throwing some 2,000 workers on to the job market,

the population was 168,000. It is now over 170,000 and projected to grow to 200,000 by the turn of the century.

The good communications alone might have ensured that companies were interested in relocating to Swindon, but the expansion has also been due to the fact that the corporations and councils which have been Labour party-dominated for most of the past 30 years, real-

ised early on that something had to be done about the town's dependence on the railways. In the late 1950s, the then Swindon Corporation started to buy cheap agricultural land.

Development strategy

The corporation's successors have remained major landowners. Thamesdown Borough Council still owns the land on which the city centre's Brunel shopping complex is built and it reflects rents of £2m a year.

The council has been able to offer financial incentives to incoming companies but it has had plenty of space and has been able to ensure that development has taken place in an orderly fashion.

The land has remained com-

paratively cheap, and the railway workshops ensured there was a supply of skilled workers. Not surprisingly, Swindon has remained an engineering centre to some extent. Honda has started to manufacture engines at its 300-acre airfield site once owned by Vickers. It employs 700 and is looking to employ a further 1,200 when it starts making cars in a couple of years time.

But Swindon has developed in three other important areas: electronics, particularly in the information technology field; distribution and warehousing; and financial services.

In electronics, Intel's European distribution centre for microprocessors and silicon chips is based in Swindon. Intel has been in the town since 1979 and employs 400 people. Cadiled, the computerised airline reservations system, owned by 10 airlines - nine European and one American - has been in the town for two years and employs 700 people. There is also Motorola and Datatrak, among others.

In distribution, the best-known company is probably W.H. Smith, the high street retailer, while Coca Cola is thought to be looking at a 120-acre site, close to the new Honda car plant, for a possible bottling factory.

In financial services, Allied Dunbar has its national headquarters in Swindon and employs 2,700 people in six buildings, while Nationwide Anglia has one of its two main administrative centres in the town.

This spread is significant, because it has helped to ensure ordered development. The financial services groups are concentrated in the new town office blocks. The electronics and other manufacturing concerns are dotted in 28 or so industrial and business parks close to the town, while the larger concerns - such as Honda - and the distribution companies tend to be closer to the M4.

In housing, too, the council has been able to ensure planned growth. The latest manifestation of this is the so-called Northern Development where 10,000 houses are being built by the private sector over the next few years which should cater for a population increase of 30,000. In the Northern Development, the

Cranfield Institute of Technology is building a science park.

Balanced growth is important. The town has avoided the problems of congestion and skill shortages that have developed in its main neighbours - Reading to the east, and Bristol to the west. Swindon property is still relatively cheap - office rents are around £15 per sq ft, compared with up to £20 in Bristol and Reading.

Staff recruitment

Big companies such as Nationwide Anglia and Allied Dunbar have not experienced difficulty in finding staff and Allied has been taking on staff at a rate of 500 a year. It does admit, however, that for the first time it is looking at staggered working hours for women. Honda is sanguine if it will find the 1,800 workers it

there are hundreds of acres which have barely been touched. However, unemployment is down to 3 per cent with all the former railway workers fully absorbed.

Swindon in the past year has begun to experience traffic jams and parking problems although nothing like on the scale of Bristol. It is the threat of Reading-type congestion and skills shortage which has led the Borough Council to try and put the brakes on development and consolidate the infrastructure of Swindon.

Mr Jim D'Avila, the deputy leader of the council and Labour Party candidate for the next general election, says: "We are only shadow-boxing at the moment, but there is a conflict looming with the developers. We feel we must call a halt to speculative development and consolidate the social infrastructure."

It was concern about congestion and possibly safety which led the council to oppose the £250m BMW development. The site is close to the western exit of the M4 motorway, an area which is already heavily built up. After an initial delay, the Department of the Environment over-rode the council's rejection, on appeal. But by the time the green light was given, BMW had finally decided to concentrate operations in Munich - perhaps responding to upheavals in eastern Europe.

For this reason, BMW's decision is probably not indicative. However, one important amenity which is "on hold" is the expansion of the Brunel Shopping Centre in the heart of the town. Everyone agrees the 1980s complex badly needs upgrading, since less people are visiting Swindon to shop at weekends. A smaller £20m scheme is nevertheless proceeding close by the Brunel Centre.

However, the major refurbishment is in abeyance because the Norwich Union, who were to undertake the work, have rejected the scheme.

Councillor Hussey insists a developer will be found. The next few couple of years should see whose vision of the town - the council's or the developers - will prevail.

IN THIS SURVEY

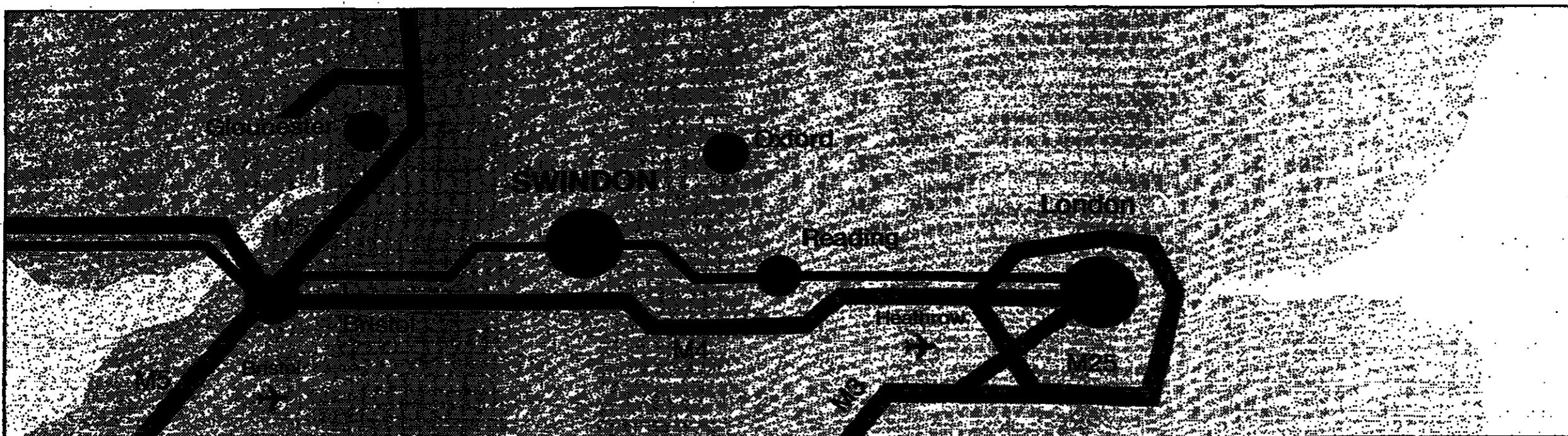
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Editorial production: Michael Wilshire. Pictures by Lydia van der Meer.



Pictured left: new office developments in central Swindon, in contrast to the Railway Museum, which highlights an industry upon which the town once depended.

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BOROUGH OF THAMESDOWN THAMESDOWN BOROUGH COUNCIL HAS A RANGE OF SITES AVAILABLE

SWINDON 2

NOBODY signs the visitors' book in the reception area of the Galileo Centre, based in Swindon's Windmill Hill business park. Instead, visitors to the nerve centre of one of the largest computerised airline reservation and information systems tap their name and affiliation into a lectern-like computer terminal.

It is a suitably futuristic introduction to a technology-based organisation set up to defend the interests of a consortium of European airlines against both US and European competitors.

It is also somewhat symbolic of the way Swindon with the enthusiastic support of the local authorities, is developing as a high technology centre, with the emphasis on service rather than manufacture.

There has been electronics manufacturing in the town, however, for more than 30 years. Plessey Semiconductors, for example, which with international sales of about £200m reckons to be the leading European supplier of application specific integrated circuits (Asics) has been in Swindon since 1957 and now has its corporate headquarters there.

Taken over last year by GEC/Siemens but now owned wholly by GEC, it manufactures bipolar microchips, the fastest semiconductor technology, in its Swindon factory. The company and the town are now waiting to see what its future will be under its new parent.

Marconi, a GEC subsidiary, is closing its manufacturing activities in the town with the

Alan Cane highlights developments in the high technology sector

An emphasis on servicing rather than manufacturing

loss of 280 jobs, a move said to be unconnected with the Plessey takeover. Marconi made hybrid semiconductors in Swindon. It is understood the closure is connected with moves the company is making to restructure its components operations.

The US semiconductor manufacturer, National Semiconductor, has a sales and distribution centre in Swindon, but Intel, designer and manufacturer of the world's most popular microprocessors, has gone further. With three out of four phases of a magnificent landscaped headquarters completed, it is clearly putting down deep roots in the area.

Positive attitude

Mr Keith Chapple, managing director of Intel (UK) says the decision to relocate to Swindon from Oxford in 1978 was made easier by the local authorities' positive attitude - "it is something we have not regretted." he says. While Intel does not manufacture microchips in Swindon, it carries out a range of activities there that are crucial to its European operations. It is the warehouse and distri-

bution centre for the whole of Europe as well as the test and quality assurance centre. The investment in computerised test equipment, for example, is in excess of £10m, including a \$2m state-of-the-art "Trillium" chip-testing machine capable of analysing the behaviour of Intel's latest and fastest microprocessors.

Customers who want microchips built to their own requirements are catered for by Intel's Applications Specific Circuit Group. Designs created in Swindon are sent to the US for manufacture.

Swindon Silicon Systems (SSS), housed in an disused schoolhouse on the west side of the town, cannot match Intel for size - it had a turnover last year of about £2m compared with Intel's \$3.1bn - but after 12 profitable years reckons its design skills are equal to the best. It specialises in what are called mixed mode microchips - chips which combine digital circuitry with analogue circuitry used, say, in radio equipment. It has a niche market at the high performance end of the mixed mode spectrum selling to, for exam-

ple, Rolls Royce, STC, British Telecom and British Aerospace in the UK and Siemens and Serge Dassault abroad.

Why is it based in Swindon? The answer lies in the legacy of Plessey Semiconductors.

Founded in 1978 by Mr Alan Richardson and three colleagues, all former Plessey engineers, it designs and supplies chips to customers' exact specifications. Manufacturing is carried out by "silicon foundries" however, organisations specialising in turning silicon into microchips.

British Telecom is Swindon's third largest employer with some 2000 staff in the town running the organisation's group procurement services.

No materials come into or leave Swindon apart from those needed locally and the administration for the greater bulk of the £3bn worth of goods and services British Telecom buys each year is handled in Swindon. Everything, in fact, from satellites and cable-laying ships to screwdrivers. It is currently moving to new premises geared to today's technical requirements - adequate ducting for computer cabling and so on. Mr Alan

MacGregor, the group's community relations manager, says the company is taking particular interest in schemes to improve the quality of life in Swindon. Despite British Telecom's size in the town, "we have maintained a pretty high level of invisibility so far," he says.

Motorola of the US is another of the world's leading semiconductor but its activities in Swindon centre around cellular radio, the mobile telephone business, rather than the microchips themselves.

Constructed in just under two years through powerful collaboration between Galileo and its principal contractor International Business Machines, the system went live in September last year.

The two dramatic buildings which house the administration and the computers are staffed by a cosmopolitan mix of data specialists and executives, principally British, US, Dutch and Italian nationals.

Swindon itself has some way to go to rival more picturesque technology centres. The high-powered technologists who work in Swindon tend, in general, to live in and commute from the plethora of pretty villages around the centre. One US managing director, however, established himself happily in the Old Town. "But then," a colleague said darkly, "he came from Pittsburgh."



Railway workshop in the National Railway Museum

Manufacturing industry

Quest for more diversity

Who will nourish the seeds of tomorrow's technologies?

The handmaiden of every new

technology is risk. There are no guidebooks to the

New. ■ Success or failure often hinges on instinct, and

the willingness to invest in a belief.

■ Decades ago, Motorola committed

millions to an emerging technology

that many dismissed as a gimmick. Today, cellular phones

are used in more than 40 countries. And, we produced

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Telephone, shirt-pocket small, with a

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Building On Beliefs



MOTOROLA

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A GHOST from the north has haunted Swindon since the 1950s when the railway's steam hooters, salvaged from Brunel's SS Great Britain, summoned 14,000 people to work every day.

There was the fear that dependence on one industry would lead to the day when the echo of the hooter would settle over a town condemned to long-term unemployment and decline.

Like the once-bustling mill towns of Yorkshire, Swindon appeared to be on a single-track towards total reliance on a 19th century industry which was rationalising rapidly and threatening to pull up historic roots.

The rail-yards' decline came to closure in 1987 and today dust covers the desks of the engineers who worked in its mammoth shops and foundries: discarded tea cups and newspapers conjur up sad echoes of Consett, Chatham, and Crewe.

But the regeneration of the yards, under the umbrella of Tarmac Properties, and the diversification of the town's manufacturing base, particularly around the skilled engineering base, have saved the region from decline and unemployment.

While employment in engineering and metal goods has held fast at about 16 per cent between 1984 and 1987 employment within "other manufacturing" rose from 4,706 to 5,802.

More than 150 national and international organisations have moved to Swindon, including 20 US companies and 35 electronics companies in the last 15 years, tunnelling down the M4 corridor.

Location in Swindon continues, attracted by low rents and rates and the engineering skills' base, as well as excellent communications. The 1990s threaten to place only two clouds in a clear sky: skills' shortages and growth.

Despite rapid expansion in housing, the working population has not kept pace with demand in an overheated economy - a situation which can only be partly blamed on the demographic timebomb which points to a 15 per cent decrease in 11 to 24-year-olds by 1996 and 44 per cent increase in the over-60s.

Triumph International is one of the companies which has decided to expand elsewhere with advanced negotiations to open a 12,000 sq ft production unit for its lingerie, swim and beach wear products in Cwmbran, South Wales, where it can secure an increased labour supply.

Czechoslovakia-based company, Cesche UK, is planning to open a town-based nursery in June as the forerunner to a national chain of pre-school nurseries on British business park. One of the often quoted solutions to the skills' shortage problem, Providing facilities for "returnees" is one way out of the skills cul-de-sac.

The local Thamesdown Borough Council is not alone in blaming local industry for under-training and fuelling the skills' shortage. Both politicians and planners hope the 1990s will see an improvement in the quality of employment in the town and a better return for the public sector from private sector development.

Deputy Labour Leader Jim D'Avila sees the decision of companies like Bluebird Toys to expand further west as an indictment of the private sectors lack of foresight. His verdict is a blunt "good riddance" and the hope that the ailing motor car industry will provide real jobs.

He also asks the politically sensitive question for Swindon: "Should we grow unfettered?" and reveals that a council survey will show that the local

population, which was overwhelmingly in favour of growth in the 1950s, now questions if it this strategy should continue.

The expansion of Swindon to the north west, held up by a public inquiry but now to proceed, is seen by the council as an indication that the town's growth will not be circumscribed by strictures from Whitehall. Its fear is city-style growth without facilities and infrastructure to match.

Peter Stratford, executive director of the Swindon Chamber of Industry and Commerce, feels that the town's buoyancy is an indication of intrinsic strength and adds: "We are not interested in social engineering. We welcome any form of enterprise."

For the Chamber, growth - particularly with the tillip of 1992 - is certainly on the agenda and it has moved wholeheartedly into providing expert advice on exports - the Chamber is one of the first in the country to set up a European Action Support Team, providing members with services, information, advice

More than 150
national and
international
companies have
moved to Swindon
in the last 15 years,
says JAMES KELLY

and support under one roof."

While the development of the railyards includes space for light industrial use, the prospects for further diversification beyond the motor industry and the high-tech sector are not spectacular; rather, there are greater hopes for internal growth in established industries.

Here there is a firm base stretching from Gordon Russell the furniture makers, to Motorola (Communications) with mobile phones, through Courtaulds Films, to Arkell & Sons, the brewers, to the shrink plastic of Raychem, to Union Carbide and Sauer Sundstrand's industrial hydraulic equipment.

The story of Emerson Electric, particularly, puts flesh to the hope and, in passing, paints the history of modern Swindon. This year the company celebrates its quarter century - with 20 years in Swindon.

The company, which is now a wholly-owned subsidiary of Emerson Electric of St Louis, in the US, began life on a trading estate at Wembley, north west London. Jeffery Wickins, now commercial manager, remembers that the decision to move was taken quiet "democratically" after a visit and presentation by council officials from Swindon.

In the early days, the company was a world market leader in semi-conductor rectifiers for the control of spinning machines for synthetic fibres with customers like ICI and Courtaulds. But spectacular growth has come from manufacturing Uninterruptible Power Supply units for the computer industry.

While they may no longer be world leaders, they have a much broader share of the market and a £50m per annum turnover - "we are ready for 1992," says Mr Wickins. "We are known worldwide as the company from Swindon."

For Jeffery Wickins, the growth of the company has coincided with the growth of a career, and the chance to live in the Wiltshire countryside. Both the lifestyle and the company, like Swindon's manufacturing sector, can be described as "healthy."

SWINDON 3

Thousands of years ago, the ley lines and green lanes of southern England led inexorably towards Stonehenge; modern Swindon appears to wield a similar attraction from within its ring of concrete and tarmac.

That, perhaps, is a polite analogy — others might say that it's in the middle of nowhere. A beautiful nowhere, of stone villages, broad downland and wide horizons — but nowhere, nonetheless.

But Swindon is, without doubt, Britain's classic 'central place' — a spinning, not to say over-heating hub, commanding the spokes of a communications network which makes the town an ideal location for the distribution sector.

The accident of location is a benefit which will never decent the town, unlike that great misquote of recent history, which named it "Europe's fastest growing town." But accident it is; and principally a railway accident.

The change of gradient at Wootton Bassett hill, the spur lines from north and south, and Swindon's equi-distant position between the great port of Bristol and London, all conspired to make sure the town was more than a blurred station name-plate seen from an Inter-City 125.

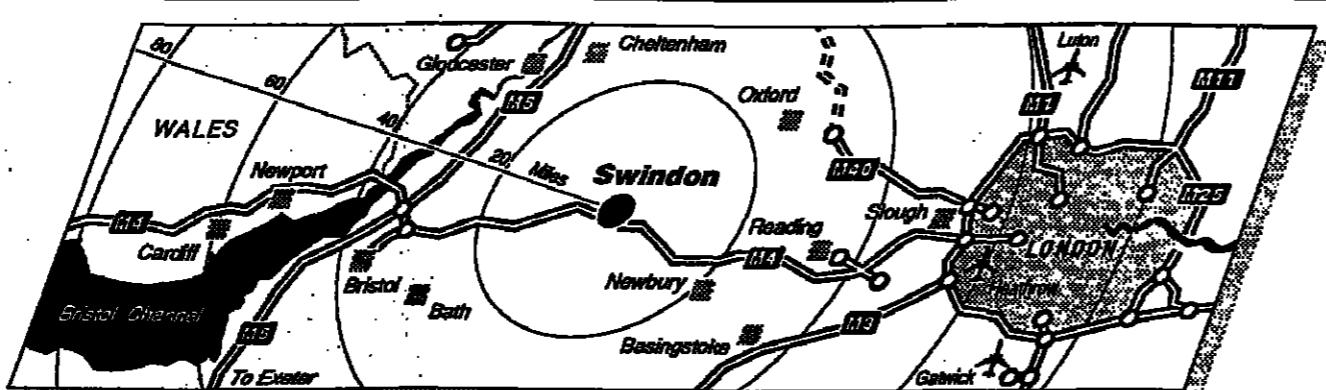
Brunei's great engineering works stamped "railway town" on Swindon's heart and made it the hub of the developing rail network in the region, eclipsing the brief hay day of the canal along whose route the railway was built.

Location's advantage enjoys exponential growth and once Swindon got ahead, it stayed ahead. The founders of Old Swindon must have watched with trepidation as the New Town below grew around the railway village, eventually expanding across the north-south divide of Ermine Street — the old Roman road.

The coming of the motorways brought the M4 swinging south of the town en route to Bristol and South Wales and interchange connections link the network to the M5 and M4. (The only blemish on the picture is Swindon's burgeoning rush hour which snarls the approaches in a jumble of jams on most weekdays.)

The growth of Heathrow placed Swindon within the European air-shuttle network, complemented by Bristol and Southampton and good connections to Gatwick; and perhaps one day the often-disused Swindon Airport.

It is a fact — often quoted — that if you turn left at Heath-



Centre for national distribution services

Strategic location



Jim D'Avila, Deputy Leader of Thame Down and prospective Labour candidate for the general election: Swindon has been determined to attract a wider mix of employment opportunities, he says.

you can be in Swindon centre before you would have arrived anywhere in central London.

Improvements to the transport system are in the pipeline: a proposed widening of the M4, extra Inter-City 125 seating and a service time-tabled for every 15 minutes to Paddington, and new developments at Southampton and Bristol airports.

A traffic survey, sponsored by Thame Down Borough Council and Wiltshire County Council, covering 80,000 households, is to address the town's problems within the gridle of motorways and dual-carriageways.

With communications like this it is hardly surprising that the town is the UK's main centre for defence work with the Royal Mail planning a new sorting office, four times the size of the present Fleming Way premises. It is planned to deal with over 7.5m items a week by the end of the decade.

The postal industry, born of the railways, is shifting rapidly to the Royal Mail's own fleet of lorries and contracted aircraft from Luton Airport, Bristol.

That the distribution industry should seek out Swindon locations was inevitable; although both planners and politicians have sought to attract enterprises which provide more jobs and take up less space.

Jim D'Avila, Deputy Leader of Thame Down and prospective Labour candidate for the general election, admits that during the crucial years after the closure of the rail works, discouraging inward investment was not an option.

"We were obliged to seek

jobs — and jobs in the service and distribution sector were better than no jobs at all. But that did not prevent us from being determined that we wanted a mix," he says.

At the borough's planning offices there is a determination to maximise the use of land in the town and to encourage growth and quality in what already exists: although this can be frustrated by the planning regulations which make it difficult to stipulate what exactly goes on behind the plate glass.

While simple distribution operations will continue to be attracted to the town, there is evidence that growth and diversification can spring from successful transport operations: both Reader's Digest, the international publishing and distribution group, and WH Smith, the high street

retailer, provide cases in point. Reader's Digest has just opened an £18m development at Pegasus House, Blagrove, which sits alongside its long-established distribution operation.

The company, a wholly owned subsidiary of the US parent founded in 1938, decided in 1987 to move its data processing fulfilment department to Swindon, dealing with customer and computer services.

About 200 jobs were transferred; a third of the employees joined the move, the proportion increasing up the salary scale. The move followed the 1979 switch of its lettershop activities to Swindon from Aylesbury, where it had run out of room for expansion.

The £21m move was designed, says the associate director of corporate development, Alwyn Price, to increase

efficiency and customer-service, as well as cashing in on the long-term payback of cutting costs and rates from the previous premises in central London. The move now has 20,000 sq feet of office space to let at Old Bailey as a result.

Negotiations are under way with the Royal Mail prior to the move and Reader's Digest, Swindon receives 100,000 items by post a day. Skills shortages were considered, but the company was confident it was not crucial — "we are good employers, we had a good reputation in the town prior to this move, and there is a pool of skilled labour," says Mr Price.

WH Smith is another company which has expanded from a simple distribution base in the town. Having moved to Swindon in 1967, in 1985 it transferred the headquarters of its high street stores chain division.

Development has continued at the company's Greenbridge site with the break-pack operation for 500 retail outlets with 80,000 lines now controlled by the Dallas advanced computer software package for warehousing management.

Around 20,000 books are sorted from the warehouse every day. The 1,200 employees of WH Smith Retail now operate from a 40,000 sq feet office building affectionately known as the Peppermint Palace.

Swindon can boast many other well-known distributors, including Book Club Associates, Renault UK, British Telecom, BOC Storoshield (for Marks and Spencer), F.W. Woolworth, and Dalton — now the largest bulk mail handling company in the UK, handling 10 per cent of all Britain's direct mail.

In 1984, 18,461 people were employed locally in the distribution, hotels, catering and repairs sector.

James Kelly

Financial and business services

Area wins its share of the big names

IT IS slightly misleading to think of Swindon of having become a regional financial services centre — many companies which have moved there have national operations. In the days of insurance, banks and related companies that took place from London in the 1970s and 1980s, Swindon gained its share of big names.

Most notably, Allied Dunbar and Nationwide Anglia moved rapidly in recent years. In 1980 it had 1,000 employees; it has been taking on staff at the rate of 500 a year. Mr Stemp says that, so far, it has had little trouble in finding suitable staff, and it has not been hindered by skill shortages which are hitting companies in the Thames Valley, for example.

Nationwide Anglia has one of its two national administrative bases in Swindon. The other is in Northampton. In Swindon, there are some 1,500 employees in two prominent buildings. Allied, which says it is the largest unit-linked life assurance company in the country, has now spread out into six buildings.

Between them, these two companies dominate the shiny, glistening new town area of Swindon, which — apart from the shopping centre, the Civic Centre, the Wyvern Theatre and some railway cottages of Bath stone — seems like one great office block.

The reasons Allied moved most of its operation out of London from 1971 onwards, are familiar to most big financial service companies. Improved telecommunications, particularly with computer-links and facsimile machines, meant the company did not have physically to be in London where office accommodation and staffing costs were becoming increasingly expensive.

According to Mr Peter Stemp, personnel director at Allied, Swindon "certainly seemed a good idea at the time — it was within easy reach of London and there was a building vacant at a good price."

Another factor was that there were few other white collar employers of any size in the area at that time. Various insurance companies had already gone elsewhere and absorbed the available supply

of labour. But Swindon was an industrial town, based on engineering, with the railways as the main employer. The fact that there were then hardly any service companies meant there were few local workers familiar with office-type employment. There was also a relatively young workforce.

Allied Dunbar has expanded rapidly in recent years. In 1980 it had 1,000 employees; it has been taking on staff at the rate of 500 a year. Mr Stemp says that, so far, it has had little trouble in finding suitable staff, and it has not been hindered by skill shortages which are hitting companies in the Thames Valley, for example.

"Last year we had 1,000 people apply for jobs," he says. "Mind you, we work hard at being a good employer."

More back-up business services have arrived to cater for the electronic and industrial concerns which have moved into the area in the past decade

Staff turnover is low — probably about 8 per cent, he adds. Allied, aware that staff shortages could soon occur, has for the first time has introduced staggered working hours. Mr Stemp says he knows of other companies which have started to introduce what some call "twilight shifts" for women working only in the evenings.

Allied, he says, is "very happy" in Swindon. It is still possible to drive into work and have little trouble with parking, although this situation is changing.

Mr Brian Davis, the resources director at Nationwide Anglia, tells a similar story. Nationwide Anglia looked at various places apart from Northampton where half of the company was located. In 1974, there was land available at a good price, he says — "furthermore, communications are

superb. The M4 is just outside the town. The M5 is not far away. If I need to go to London, I can arrive at the station at any time during the day and know there will be a train within a half an hour."

"Unlike some lines, this one usually runs on time, and you are in Paddington within an hour."

The significant attraction of the Swindon area is that people can live in very attractive villages outside the town and easily commute to work, he says. Staff turnover at the company is low, probably about five per cent.

Today, Swindon has not become a white collar town in the strictest sense, but it has become a regional centre in that the vital back-up business services, such as solicitors, accountants, property and employment agencies and other professional facilities have been established to cater for the many electronic, financial, and industrial concerns which have moved into the town in the past decade.

Companies can now have their advertising, marketing and public relations offices based in one of a dozen well-established agencies in the area. The Holiday Inn, a year ago, further added to Swindon's facilities for business visitors. The Holiday Inn is located on a business park close to the M4. Like the Post House Hotel outside the town, it is crowded with businessmen during the week.

Mr Jack Mollinson, the chairman of the management consultancy group, Red Group which has been in Swindon for ten years, feels that Swindon has achieved critical mass as a business town, "but hasn't yet developed the associated problems. When we came here ten years ago, you couldn't move in London, Reading, even then, was over-populated, and something had gone quite mad in Bristol."

"I feel the planners have done an excellent job in Swindon. It is the central part of the south, but there is still room to live and breathe."

Stewart Dalby

Swindon



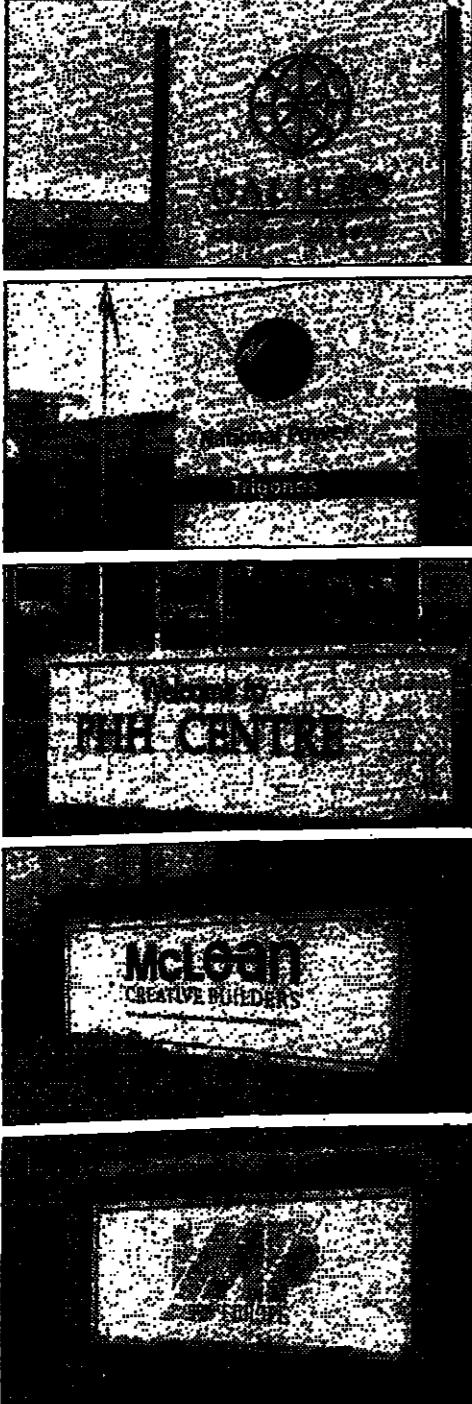
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SWINDON 4

There is speculation over Honda's eventual output target, says John Griffiths

New Japanese car plant begins to take shape

AS YET, it is only the beginnings of a steel skeleton. But its sheer size, even viewed from several miles away, comes as a shock to the unsuspecting motorist skirting Swindon to the north-east on the A419.

It is Honda's embryo car plant. It towers incongruously over a Wiltshire landscape of fields and farmland. And in just over two years' time it will begin churning out cars at a rate which - by 1994 - will have reached 100,000 cars a year.

At least, that is the official figure.

Many industry observers wonder how long it might be before Honda announces that the 100,000 is to become 200,000 a year - and even, perhaps by the late 1990s, that output is to go higher still.

Given that there is not yet even a roof structure, let alone a roof, such speculations might seem to be premature.

But Nissan's car plant at Sunderland, Tyne and Wear, began life as a 100,000 cars a year plant; it will soon move to 200,000 - and senior Nissan executives have let slip their intentions of moving the target to 400,000 a year, by the late 1990s.

Toyota, which also announced UK production plans last year, is already committed to 200,000 units a year at Burnaston near Derby and will undoubtedly, also late in the 1990s, move higher.

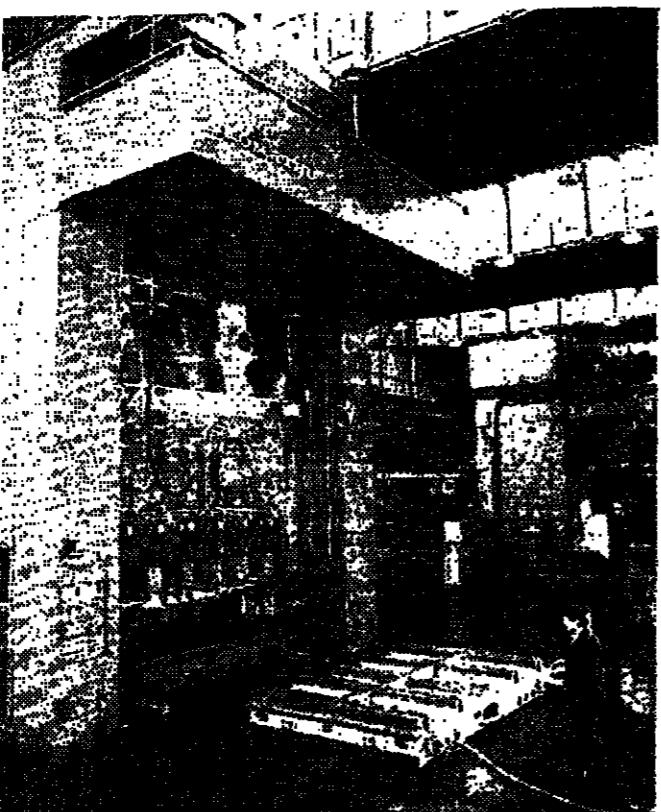
In short, a minimum annual output of 200,000 cars a year is emerging as the 'going rate' for new car plants and Honda will not, in the longer term, wish to be disadvantaged at Swindon by a relative lack of economy of scale.

Even at 100,000 units a year, the car plant will create directly 1,300 jobs.

That figure ignores the total already created at the engine production and vehicle preparation and test facilities which have sprung on the 360-acre site over the past few years, and which are the result of Honda's ever-closer collaboration with Rover.

It also takes no account of jobs created, and likely to be created, as a result of component suppliers being attracted to the area.

Yet perhaps more important



A press at the giant Rover Group steel pressings and tool-making plant at nearby Stratton St Margaret. Rover simply cannot keep pace with demand for the Rover 200 and Rover 400 models it launched earlier this year, and will soon start producing them on a non-stop, three-shift basis. The body pressings all come from Stratton.

came an announcement by Jaguar that it was switching, over a three-year period, the contract to build its car bodies from Stratton to a joint venture. Jaguar was setting up with GKN at Telford. That meant Stratton losing the production of 50,000 large and complex car bodies a year.

The future of Rover itself was even more uncertain than usual. Market share was still slipping. British Aerospace had announced its plans to take over Rover, but BAe's precise intentions towards the then-troubled car maker were unknown.

Did BAe seriously intend to stay in the risky, and highly costly, motors business for the long term - or would it at some point seek to pass it on to someone else?

Since Honda had previously indicated that it was not inter-

ested in a stake in Rover, might the collaboration between the two simply fizzle out once current obligations had been met?

Would Rover - and the demand for Swindon's tools and pressings - then start to wane?

And would Honda then simply wander off to look for partners elsewhere, perhaps on the Continent?

The situation now has been transformed.

The fortunes of Honda and Rover in the UK now look inextricably linked. At the start of this year, an agreement was signed under which Rover is to take a 20 per cent stake in Honda of the UK Manufacturing (HUM), and HUM a 20 per cent stake in Rover.

Rover simply cannot keep pace with demand for the Rover 200 and Rover 400 models it launched earlier this year, and will soon start producing them on a non-stop, three-shift basis.

One of the models, built at Longbridge, is a version built for Honda and carrying the badge of the Honda Concerto.

The body pressings all come from Stratton, as will further variants of the 200 and 400 range still to come, including coupe models, and the rest of Rover's range.

Not least, it is the Stratton plant which will provide the bodies for the as-yet unnamed upper-medium sized cars which will emerge from the new Honda plant, and which will be badged as both Hondas and Rovers.

To meet Longbridge's engine needs and the planned car output from Swindon, Honda's engine plant output will be slowly cranked up from an output of 70,000 to 200,000 units a year. The Swindon site already employs more than 300.

Rover's hopes of two years ago that it would be able to compensate for the loss of the Jaguar deal by expanded output for itself and Rover - it also makes some pressings for Saab and Renault - appear to have been fulfilled. The Stratton plant currently employs 3,200.

While not necessarily a guarantee of jobs, Rover's own commitment to Stratton also appears to be very much for the long term.

In the spring of 1983, there

Currently it is investing £25m in automatic transfer presses to make body panels, and claims that other tool-making facilities installed over the past two years are among the most advanced in the world.

The extent to which the presence of the Honda car plant will attract component makers, including the Japanese, to the area remains unclear.

So far there is little evidence of any large-scale influx.

However, while Mr Shojiro Miyake, HUM's managing

director, insists that Honda will achieve at least 80 per cent European content within 18 months of start-up, he also indicates that part of that achievement will require European component makers to enter "technical assistance agreements" with Honda's Japanese suppliers if Honda's own quality standards are to be met.

The likelihood must be that, as a result, some of Honda's suppliers at least will follow it into the UK in pursuit

of the £500m-£800m that Honda expects to spend on components each year.

Until last month, it looked as if Swindon would soon become the UK headquarters of yet another car company, the wholly-owned UK sales subsidiary of BMW.

BMW(GB) had announced

more than 18 months ago a scheme to build a new, £20m

headquarters on a 52-acre site

at Spittleborough Field, adjoining the M4 at Junction 17 on Sindon's outskirts.

Last month, it said it would not be proceeding after all because its West German parent was restructuring all its distribution activities across Europe.

It is an ironic measure of the disappearance of Swindon's unemployment problems that the £20m project, with its associated 400 jobs, would have been well under way by now - had BMW not had to fight an 18-month battle against the local authority's refusal of planning permission.



Ossie Ardilles, manager of Swindon Town: big achievements this season

Club mirrors town's success

THE THREE faces of Ossie Ardilles, above, which mirror Swindon Town's remarkable season on the field, culminating in next week's first Wembley final in two decades, contrast starkly with the problems that Swindon has experienced off the field in the six months.

Honest, intelligent, and creative, his style appears to commitment Swindon's rise from Third Division obscurity to the brink of First Division success.

At least the club appears to mirror the town's own success and provide businesses and business sponsorship with a fitting vehicle for a home town.

But off the field, Ardilles' former training as a lawyer in Argentina must give him a peculiar insight into the ructions which have beset the club in a series of unexpected developments.

First the Football Association found the former manager Lou Macari and

former chairman Brian Hillier guilty of betting against their own club to lose a FA Cup tie with Newcastle United.

Then, halfway through a Football League inquiry into alleged tax problems, charges were laid against Macari, Hillier, and former club accountant Vince Ferrar.

While Swindon aims to enter the top flight of English football, there is a real chance the club might face penalties from the league, including possible demotion.

For Ardilles, the developments off-the-field could furnish a real sporting achievement on its and obscure a sporting vision of Swindon Town as the ideal symbol of a town seeking to become a city. It is a measure of the affection in which he is held in the town that my taxi driver en route to the County Ground assured me that if Swindon Town were promoted, "then Argentina could keep the Falklands."

But Ossie (or, more

between there and the family home in Hertfordshire.

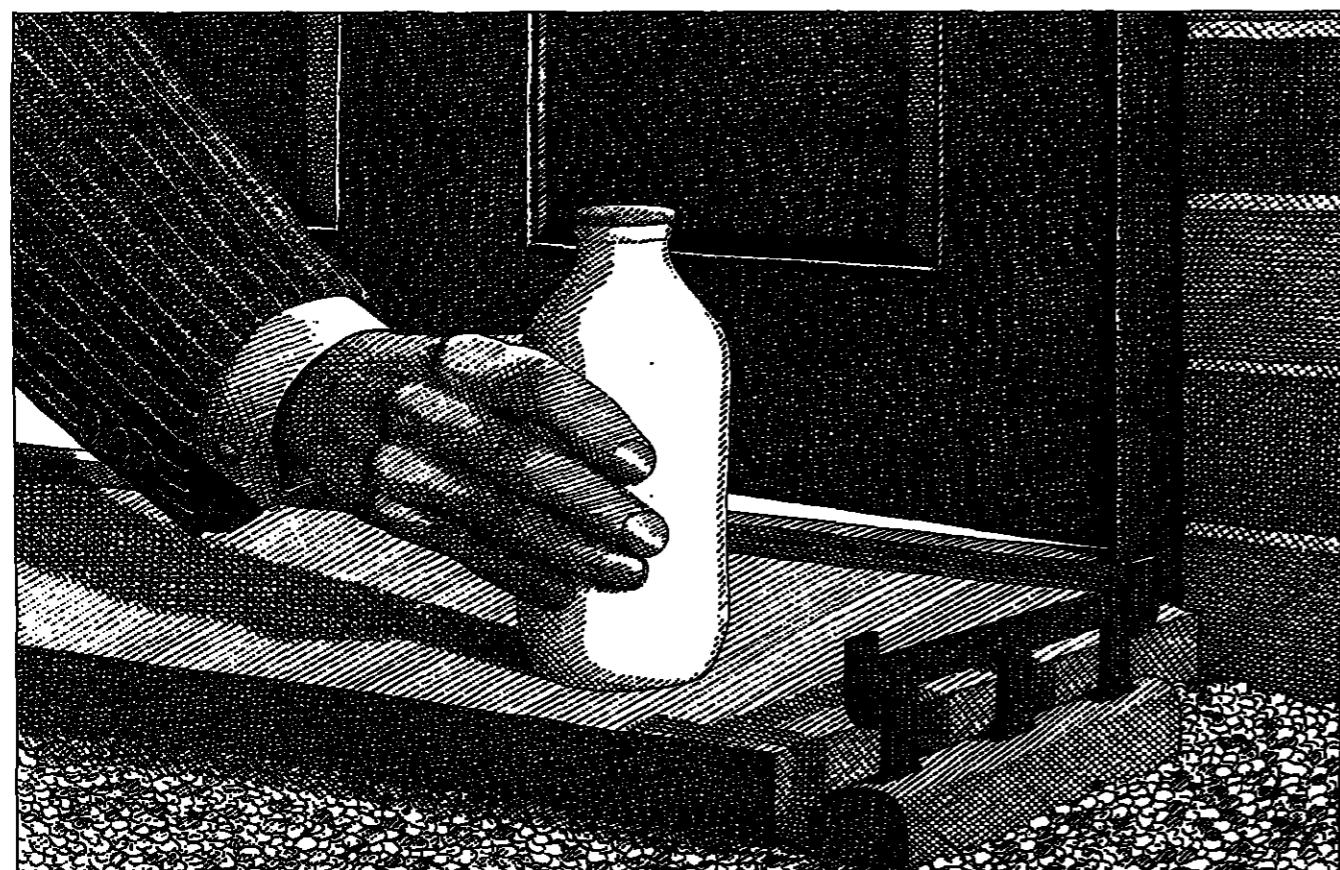
But he freely acknowledges that both the club and the town sometimes fall down on providing services - "we have had no problems with hooliganism this season, but we have failed as a club to give the supporters all the facilities they need," he says.

Asked about the off-field problems, he becomes understandably reticent - "of course, it has been difficult, very difficult. But it has been a good season on the field."

And with at least two big pay days coming for the club in the play-offs for the First Division, and the Wembley final, the coffers should be in a healthy condition.

Coupled to that an average home crowd of around 9,500 and the club appears to represent a sound business searching for the opportunity to blossom.

James Kelly



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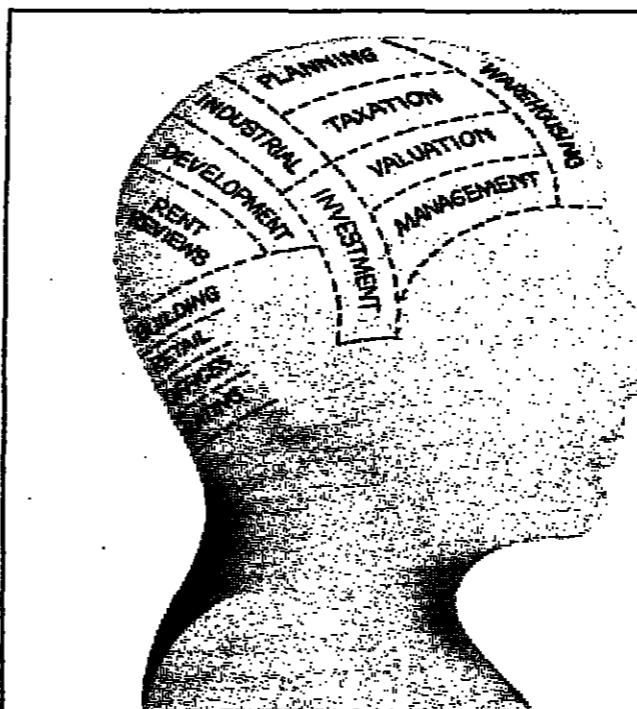
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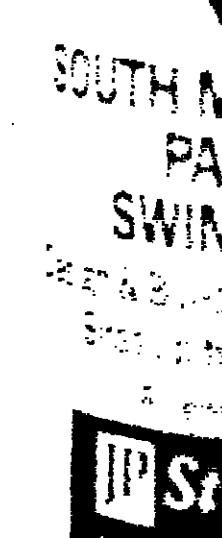
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Residential property market

Cautious optimism

WHEN the biggest private housebuilding scheme in Europe finally gets underway, it will add to Swindon a development the size of Salisbury. But approval for the 10,000-house scheme has been long awaited and now granted, the state of the residential property market does not look as healthy as it did eight years ago when private developers bought the site.

Work on the development will start this spring and is due to be completed by 2005, a straightforward enough future that conceals an agonised history of confrontations between developers and the local planning authorities.

Until recently, the Haydon Sector housing scheme was just one of the logjam of planning decisions relating to Swindon, gathering dust at the Department of the Environment.

The 1,000-acre site to the north of Swindon had always been described as an expansion area and one that was likely to be developed by the private sector following rate-capping of the council which put a lid on large-scale council house projects in the early eighties.

The land was bought by Crest Homes eight years ago. Crest then assembled a consortium of developers which became known as the Haydon Development Group - Crest Homes, Edwin H. Bradley and Sons, Wimpey Homes Holdings, Prowling Projects, McLean Homes South West, and Costain Homes.

The consortium put in a planning application for 10,000 new houses, but at every turn their proposals were opposed by the local council which was worried by the pace at which the plan was perceived to be travelling.

Local councillors and planners felt that Swindon was reaching the limits of reasonable expansion and that if growth were to continue at the rate of the seventies and early eighties then serious problems would emerge. In particular, the council was worried that Swindon would not have the infrastructure necessary to support the massive Haydon development.

Council reservations grew when the rate of development from 1988 turned out to be faster than anyone had imagined.

According to Mr Jim Davilla, prospective Labour Party parliamentary candidate for Swindon, the Government has not listened to appeals for infrastructure. When the council did spend money on roads and amenities, he said it was penalised by rate-capping.

This year Swindon, which set a poll tax lower than the national average, will not be capped but its ability to spend will be limited by new rules on local government spending.

With each side's battle-lines clearly drawn, the Haydon saga took a somewhat ironic twist towards the end of last year. The project was nearing a start following a request from the DoE for the borough council and the consortium to reach agreement on funding of roads and infrastructure.

The council was still putting up objections when the Department of Transport announced its plans for the route of the Blunsdon bypass last November. The road was to pass through a piece of industrial land, adjacent to the Haydon



Older houses in Swindon: the housing market has suffered in line with the national slump, although the attractiveness of the wider local area also means that it has been somewhat cushioned from the effects of the down-turn.

development site that was owned by the council.

The council was worried that the revenue it would receive for the land would be less than originally envisaged as it had not yet received planning permission as employment land. It therefore designated the site as a development land and its value soared.

However, by this time the house-building market had slowed down considerably from the heady levels of 1988 when houses were being completed at a rate of five a day in

national slump, with values falling by 20-25 per cent since the end of 1988 and the value of land dropping from £700,000 per acre in July 1988 to around £200,000. However, the pressure for new houses is still there and it is generally felt by the town's estate agents that a reduction in interest rates is all that is needed to spark off house building once again.

Mr Phillip Holland of Drewett Neate, an independent estate agency which operates in and around the Swindon area, is cautiously optimistic about the residential property market in Swindon.

Mr Holland said that there were still a lot of people moving into the area. "The attraction of Swindon also means that it has been somewhat cushioned from the effects of the down-turn," he says.

Mr Holland said that property values in Swindon were still at least 20 per cent cheaper than in Reading yet Swindon was still within the "magic commuting hour."

But even when the property boom was at its height, prices in Swindon proved a deterrent for some, especially for people moving from areas where house prices were on an altogether lower plane. Although technically in the south-west region, Swindon owes its economic affinities to the south east which starts only a few miles east of the town.

The trend among companies moving to the area has been to set up disparity valuation schemes whereby the company pays the difference in the cost of an employee's previous house.

In the many village locations around Swindon, property values are still 10-20 per cent higher than in the town. Mr Sam Butler of estate agent's Knight Frank and Ridley, said the effect of the national trend in the housing market had been viewed through the tinted glasses of the Swindon area, particularly the quality end of the market. "There aren't so many buyers, but there are still buyers," he said.

Emma Tucker is held

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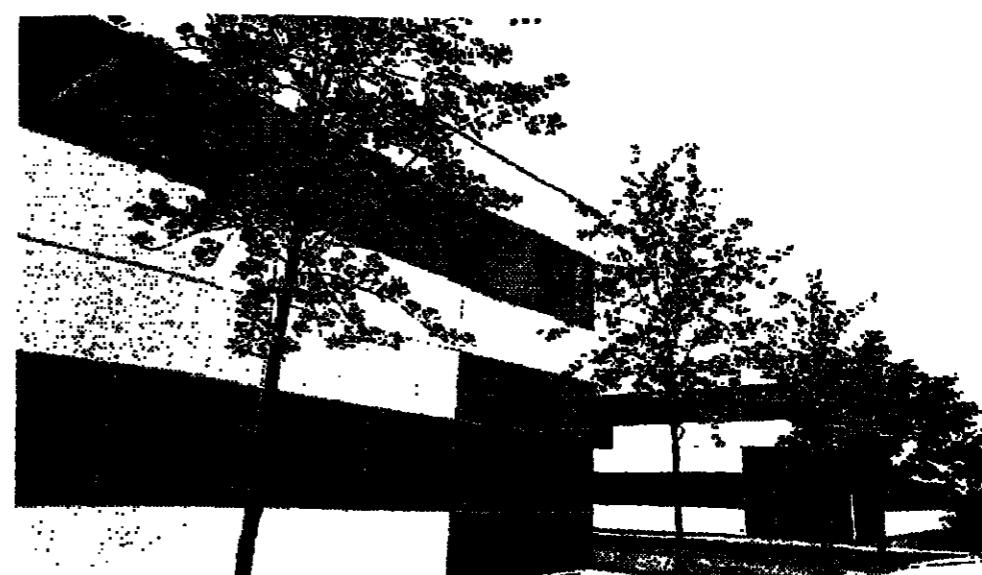
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Tensions in the commercial property sector

Expansion debate hots up



Modern units at the large Kembrey Park Industrial Estate

A BATTLE is on in Swindon between the expansionists and the non-expansionists - a battle which is set to intensify as land for development in Europe's allegedly fastest-growing town becomes ever more precious.

Tensions between the Labour-controlled borough council, private developers and central government are likely to intensify as development - until now, councillors - is increasingly taken over by private developers.

The situation is exacerbated by Swindon's peculiar history which gave rise to an unusual situation. In the 1950s, Thamesdown Borough Council bought up much of Swindon's sur-

rounding land with the intention of diversifying industries away from the railways so that when changes occurred in the economy, the town would not suffer the full consequences.

At the time, the land was relatively cheap and, aided by resources from the London County Council, as an overspill area, the council was able to undertake significant development.

That land is now running out - but the marketplace's enthusiasm for Swindon as an area for development and relocation has not expired with it, and the expansionists believe that if Swindon is to continue to thrive then it must carry on attracting companies and creating new jobs.

According to local politicians, however, local people want to slow down the pace of development and to preserve what, at the moment, is still a comfortable town in which to live - "if you add another 50,000 people," say the politicians, "the town will jam-up."

Mr Chris Fifth, a development analyst for the council, says that in the last decade, as a major landowner, was encouraging development. But the pressures are now beginning to be felt on the fringes of the development areas where the council is not necessarily a land owner.

There is a genuine fear among local people that the town is "gumming up and will become over-loaded like some of the other successful towns round here," he says.

Where once there was consensus on growth, with the council endorsing the expansion of Swindon, the arguments are becoming increasingly political as local opinion veers away from that of the developers and the Government.

So far, however, it would seem that much of the expansionist, non-expansionist debate has been largely academic. The Government's treatment of Swindon would suggest that it has officially designated the town as an expansion area. A recent report in Swindon Business News said it was rumoured that Mr Chris Patten, Secretary of State for the Environment, was likely to take an expansionist view of the Thamesdown area.

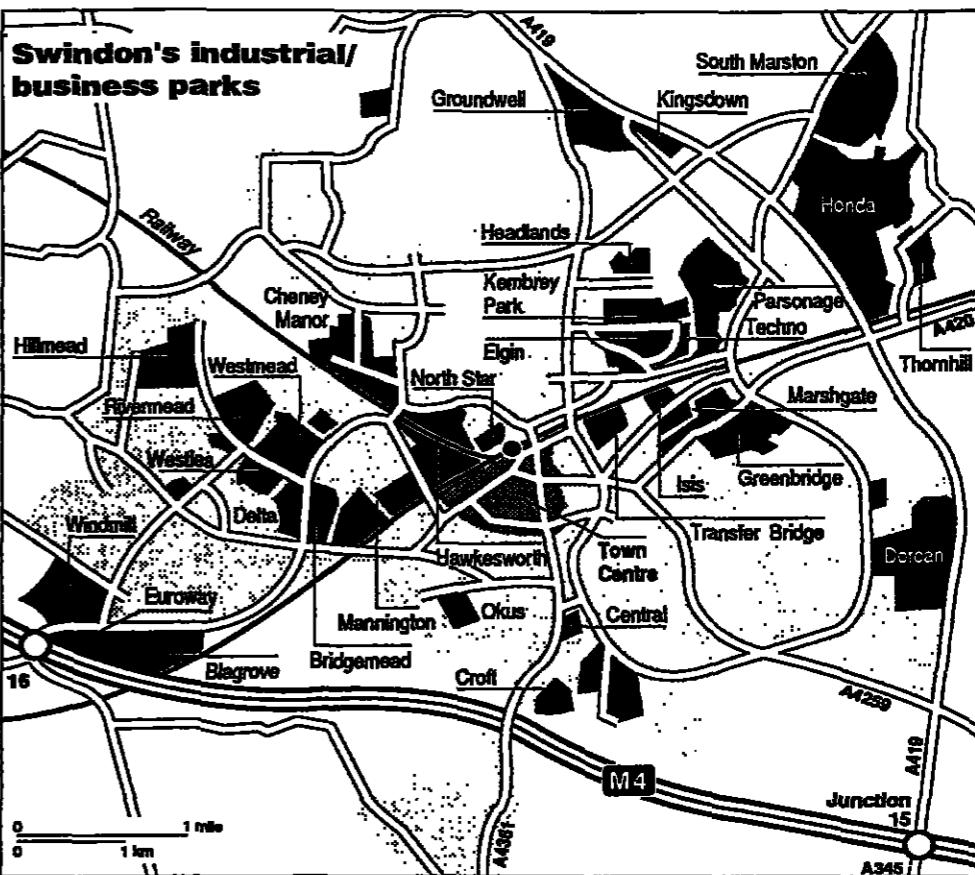
Certainly the majority of recent appeals have found in favour of the developers. North Wiltshire Council fought against BMW's plans to build a new UK headquarters on a 92-acre green field site slightly outside the borough council's boundaries. When BMW went to appeal, Mr Patten found in their favour. BMW eventually decided not to go ahead with the project, thus abandoning an unconditional development site worth between £30-240m which is regarded as the best in the south of England.

An option on the land is held

"Swindon can't be a city like Bath," says Ms Sue Wright of estate agents J.P. Sturge. "But people would come here if they thought there was enough choice, especially since Swindon doesn't suffer from the parking problems of Bath and some of the other regional shopping centres".

One scheme under way is Tarmac's mixed development of a 140-acre former British Rail engineering works. The development will include homes, offices, industrial, retail, leisure and entertainment facilities. Brimel's railway buildings will be preserved under the conditions of a 50-acre conservation area. Work has already begun on a 70,000 sq ft out-of-town development for J.Sainsbury.

On a smaller scale, Sun Alliance is expecting to get a decision from the council on its plans to refurbish and redevelop the Parade Shopping Centre which should be on-site by the spring of 1991.



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ACCOUNTANCY COLUMN

Transatlantic lesson on complex capital issues

By David Waller in London and Pratap Chatterjee in New York

The UK's Accounting Standards Committee has never tackled the question of how to account for complex capital issues. Its successor, the Accounting Standards Board, probably ought to. The instruments used by companies to raise funds have grown in number and in complexity over recent years, and a guide to how to account for such instruments is sorely lacking.

As explained in the recently published review of Financial Reporting in 1989-90, the turning point was the October 1987 stock market crash, after which investors lost their appetite for shares. Unable to issue equity, companies had to find more ingenious ways to finance their expansion plans, and they did so very successfully with the help of the "rocket scientist" community in the City of London.

Deep-discount bonds, "synthetic convertibles", convertible loan stock with premium puts, CATS, TIGRS, and flip-flops - notes all may appear incomprehensible to the humble investor, and to those who make use of audited figures. Such instruments are driven by tax and accounting considerations, and it is often difficult to tell whether they ought to be dealt with as equity or debt or a mixture of the two.

While accountants do not have the job of assessing the risks in these instruments,

they do have to sign their names to the basic information that appears in financial statements about the instruments so that readers are aware of the liabilities. In the UK, they are given guidance only by a technical release put out by the Institute of Chartered Accountants in England & Wales (ICAEW) in November 1987.

The ASB will undoubtedly tackle the issue, and it will be unable to do so without looking across the Atlantic to see what the FASB has been up to.

see what the Financial Accounting Standards Board (FASB) has been up to in this area. FASB is engaged in a long-term project the aim of which is to classify complex financial instruments and provide ground rules for their measurement.

The first part of FASB's project emerged in March this year, when it issued its Statement 105, which companies

will have to comply with for fiscal years ending June 1990 and thereafter.

Statement 105 will require companies to disclose the face, contract or nominal principal amount of the instruments they hold; the amount recognised in the balance sheet; the nature and terms of the instrument; a discussion of the risks they are exposed to and the accounting policies related to each; the loss sustained if the counterparty to the contract fails to fulfil obligations; and the company policy for requiring collateral or other securities against default.

An exposure document for the second part of the project, due out by the end of the year, will explain how such instruments should be recognised and measured - that is, what financial impact they will have on a company's balance sheet and profit-and-loss account. FASB is still deliberating on that part of the project, but Mr David Moss, assistant director of research and technical activities, says that FASB wants to categorise the risk that the instruments pose into three broad areas: market, credit and liquidity risk.

The methodology followed by the US body will undoubtedly be of interest to Prof David Tweedie, chairman of the UK's ASB. According to Mr Moss, FASB's early analysis then identified six "building blocks" that make up all financial instruments, and instruments are considered to be mass-produced using all or some of these blocks.

The six blocks include contracts to:

- Pay or exchange when specified (unconditional obligations such as receivables);
- Pay or exchange when an uncontrollable event occurs (conditional obligations such as an interest-rate cap);
- Pay or exchange if and when the controlling owners agree (equity instruments).

The other three are forward contracts, options and guarantees that are special cases of the first three "blocks".

Mr Moss believes that, grouped that way, many instruments become a lot simpler to understand. He gives examples of conditional obligations - swaps, caps, loan commitments, credit insurance and standby letters of credit.

He says: "It takes some probing to discover that they are the same thing: insurance contracts. They all come down to providing insurance against one or more of the three financial instruments: market, credit and liquidity risk."

With many instruments, that relationship may not be obvious and may distract the accountant because of the "bells and whistles" attached. He points to a contract that calls for the purchase or sale of an instrument as part of the

"insurance settlement". An example might be a fixed-price put option where the purchaser or the "insured" gets the difference between the price of the instrument agreed upon in the contract and the market price when it is sold.

For example, if a purchaser has an option to buy an instrument at \$100 at a date when the market value is \$110, the profit would be \$10 if it were sold at that price. Under conventional accounting, the purchase would be recorded as either \$100 or as an asset worth

Many UK accountants are horrified at the idea of finding themselves subject to US-style standards. They claim they are inflexible and rule-bound

\$110. But under the new system the economic compensation that is, the profit of \$10, would be more important than the actual transaction.

It gets more complicated as the instruments insure against more than one type of risk. For example, a fixed-rate loan commitment insures both liquidity risk and price risk. Other instruments such as forward

contracts obscure the notion of "insurance" because the issuer and the holder can be insurers and insured depending on how the price of the object of the contract changes.

In that case FASB will expect the accountant to separate the transaction into two - one for each direction of price change.

At the same time, Mr Moss says that the approach to understanding the risks of an entity that owns a number of financial instruments, often concentrates on the wrong thing. In this case accountants pay too much attention to the detail of each individual instrument.

"An entity's sensitivity to credit and market risk tends to decrease with diversification and increase with concentration," he said. "Its liquidity risk goes beyond the financial instruments in existence at any point in time and looks to unanticipated capacities of its ability to raise cash."

How the US proposals will work in practice remains to be seen, but Prof Tweedie might do well to stop off at a planned talk to Mr Moss at FASB. Many UK accountants are horrified at the idea of finding themselves subject to US-style standards. They claim they are inflexible and rule-bound.

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Our client is recognised within the UK as being a leader in its sector that provides a wide range of property based professional services to industry and commerce.

Continual development of these services, coupled with a dramatically increasing portfolio of blue chip clients, has resulted in a sustained turnover growth rate of 30% per annum for many years.

As a result of this organisation's success, there is an immediate requirement to strengthen the financial team by this new appointment. The role will head a well motivated team and have overall responsibility for the accounting function, backed up by a high level of computerisation.

Candidates should be qualified accountants, aged late 20's/early 30's,

with the ability to run an accounts function and able to combine high professionalism with a good level of commercial acumen. Enthusiasm and organisational ability are vital for this new role.

Please telephone or write enclosing a full curriculum vitae quoting ref: 420 to:

Philip Cartwright FCMA,
97 Jermyn Street,
London SW1Y 6JE
Tel: 071-839 4572

**Cartwright
Hopkins**
FINANCIAL SELECTION AND SEARCH

Touche Ross

FINANCIAL CONTROLLER

(Directorship Potential)

North West

to £30,000 + Bonus + car

Our client, a £50m T/O extraction and processing company, is a subsidiary of a major British PLC with operations throughout the world generating a turnover in excess of £500m. Continued growth of the subsidiary will be ensured by major expansion plans supported by high levels of capital investment and an aggressive marketing strategy.

The company now requires an experienced and commercially aware accountant to assume a key role in its senior management team. Reporting to the Managing Director, you will be responsible for all financial aspects of the management and development of the business. Specifically you will provide meaningful financial information to the Board regarding the day-to-day management of the company and detailed assessments of capital expenditure proposals and potential targets for acquisition.

You are likely to be a graduate accountant in your early thirties with well developed commercial and man-management skills together with strong technical ability. Experience gained in a multi-site environment and/or the extractive industries would be a distinct advantage.

Excellent opportunities for career progression exist within the group and relocation assistance to the region will be provided where appropriate.

Please send a comprehensive résumé, including details of current salary and daytime telephone number, quoting reference number 3129 to Iain Blair, Executive Selection Division.

MANAGEMENT CONSULTANTS
PO Box 500, Abbey House,
74 Motley Street, Manchester M60 2AT
Telephone 061-228 3458.

Finance Director

Specialised Building Products

c. £45,000 + Bonus + Options

East Anglia

Challenging opportunity for an ambitious qualified accountant to lead a dynamic, business orientated finance function in an acquisitive blue chip environment.

THE COMPANY

◊ Profitable and successful subsidiary of well known diversified plc. Multi-site operations in UK and Europe. Turnover £150m.

◊ Manufactures and distributes top selling range of branded home improvement and building products.

◊ New management team with exciting strategy for growth organically and by acquisition.

THE POSITION

◊ Executive Board position responsible to the MD for the full financial management of the company.

◊ Pro-active, commercial role. Upgrading systems to optimise management control over assets.

Please write, enclosing full cv, Ref SJ2195

Orion House, Grays Place, Slough, SL2 5AF

LONDON • 071-493 6392 • BIRMINGHAM • 021-333 4555 • MANCHESTER • 061-905 1458
GLASGOW • 041-294 4334 • HONG KONG • (852) 5 2177133

S N

W

Financial Controller

International Fashion Wear - Manchester based

c £27,000 + profit share bonus

This is a unique opportunity for a talented and energetic qualified accountant to join the UK based subsidiary of a major international fashion wear group.

In just a few years, this recently formed company has grown from scratch to a £4M turnover with plans to increase this by a further 50% by the end of the year. This remarkable success story reflects the company's ability to be innovative in a market led by flair and initiative.

This style will be reflected in your approach to financial systems and controls in a position where you will report to the UK based Managing Director. Your functional

reporting line will be to the Group Finance Director - Far East based - to ensure that group information is communicated and financial objectives are achieved.

In this flourishing business there are exciting plans for further rapid growth both in Europe and the Far East. Whilst experience of the fashion industry would be an obvious advantage only those currently operating in a fast moving dynamic environment should apply.

Candidates should write with full cv quoting Ref AP191 to Derrick Franks, March Consulting Group, 38-39 Waterfront Quay, Salford Quays, Manchester, M5 2XW.



March Consulting Group

Manchester Windsor Coventry Edinburgh

Finance Director Specialist Engineering

To £40,000 + Bonus

- Key challenge to introduce new approach, improve financial reporting and develop computer systems in rapidly expanding plc subsidiary with dominant position in specialist sector.
- THE COMPANY**
- ◇ Important and profitable subsidiary of well established British plc.
 - ◇ Exciting period of change. Well defined growth plans to realise the potential of this market leader through organic growth, acquisition and diversification.
 - ◇ Vigorous new management team. £5 million turnover with significant growth potential.
- THE POSITION**
- ◇ Total responsibility for finance function. Introduce 'Plc' standards and develop computer systems.
 - ◇ Work closely with senior executive team. Report to MD.

East Anglia

MANCHESTER • 061-995 1458
LONDON • 071-495 6292 • SLOUGH • 0753 694844
BIRMINGHAM • 021-333 4556 • GLASGOW • 041-294 4384 • HONG KONG • (852) 5 217733

THE SOUTHAMPTON CAREER FAIR

The Guildhall, Southampton Thursday 31st May 4.30pm-9.00pm

Considering your next career move, or keen to know more about current market activity?
This is your opportunity to meet members of the business community who will be represented at the Career Fair.
For more details call Katy Walker on (0703) 626111.



OPERATIONS/FINANCE DIRECTOR

Major Eurobond Broker

£45,000

+ bonus
+ benefits

Our Client, a key participant in the Eurobond market, has an assured market share and ambitious plans to capitalise on a range of significant market opportunities. To support this phase an Operations/Finance Director is sought. Taking day-to-day responsibility for activities outside of the trading room, the role embraces day-to-day control of accounting, personnel, TSA liaison, and settlements areas and has a strong general management/operations bias. The position reports directly to the Chief Executive.

Key skill areas, in order of importance, are: general management experience and ability to deal with broking, finance and settlements personnel; excellent knowledge of the Eurobond market and its products; and technical competence in accounting, settlements, and TSA compliance areas.

Candidates will possess strength of character, developed management skills and recent Eurobond experience. An accounting qualification would be advantageous but is not essential; numeracy and computer literacy are mandatory, as is the ability to handle a wide variety of staff in a fast moving environment.

Please apply directly to Greg Ripley at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545, or evenings on 071-485 1356. Alternatively, fax your details on 071-836 4942.

Financial Recruitment Specialists
London • Birmingham • Windsor • Manchester • Bristol • Leeds • Southampton
Brussels • USA • Canada

Leisure Throughout Europe

FINANCIAL CONTROLLER

Our client, established in Europe 2 years ago following widespread success in the US during the 1980's, now services 24 countries and is continuing to grow and develop rapidly. The nature of the business and the entrepreneurial culture mean the client environment is amongst to date an extremely dynamic of exciting and dynamic business ventures.

The organisation is now seeking to recruit a young Qualified Accountant to join the Financial Control Team. The successful Finance Director will be required to manage effectively major financial systems. The main responsibilities of the role will include:

- preparation of Accounts (including multi-currency accounting)
- full Management Information for the Board
- control of Budgets, Forecasts and Plans
- development of both Staff and Systems
- a variety of ad hoc tasks relating to key issues.

The successful candidate will be looking for the following qualities which will give him/her the best chance of success:

- a good communicator
- a flexible and adaptable approach
- developed communication and interpersonal skills

If you feel that you can respond to the above challenge, please telephone Karen Wilson BA ACMA on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and a note of current salary.

25-30 years

NW1

£27-30,000

plus car

+ discretionary bonus

FMS

Financial Management Services
14 Cork Street, London W1X 1PF

International Advertising

EUROPEAN FINANCIAL CONTROLLER

London

to £35,000 + car

Controlling a substantial network of advertising agencies in the UK and internationally, our client is the core division of a major household name group.

Travelling for up to 30% of the time, the Financial Controller will consolidate and review the activities of the division's operating companies in Europe. Responsible for the affairs of a number of the companies, he or she will guide the local financial teams, providing assistance in budgets and plans and systems development. The companies range from 'start-ups' to substantial well-established organisations and the tasks will provide the Controller with a broad range of exposure and experience. There are excellent promotion prospects.

In their late 20s, applicants should be graduate accountants with at least 2 years commercial experience and good pc skills. Any language ability would be useful.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/925/F.

FINANCIAL CONTROLLER

Hampshire

c£33,000 plus Car

Our client is one of Britain's leading providers of family health care cash plans. With a current turnover of £40 million pa the Association is committed to a dynamic membership growth programme in the 1990's. They now seek a well qualified Financial Controller to join the Chief Executive's senior management team.

Reporting to the Head of Finance, the successful candidate will be responsible for management information and financial control procedures, the internal audit function and the development of new business systems in co-operation with the Data Processing Manager.

Applicants should be qualified accountants with a broad range of business experience who can demonstrate excellent management and communication skills, computer numeracy and the ability to relate to a broad range of financial management issues. Age is not so relevant as attitude and experience.

The successful candidate can expect an attractive remuneration package including company car, bonus, contributory pension and life assurance.

Interested applicants should send a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number, quoting ref. 0125, to: Andrew G Sales FCCA.

Kidsons Impey Search & Selection Ltd, 29 Pall Mall
London SW1Y 5LP Tel: 071-321 0336 Fax: 071-976 1116

KIDSONS IMPEY

Can you manage resources successfully? JOINT MONITORING UNIT DEPUTY HEAD

London Bridge

c£40K + car

The Unit's task, on behalf of the three Institutes of Chartered Accountants, is to monitor firms authorised to conduct Investment Business. This task is being expanded to the monitoring of firms of registered auditors.

Under the Unit's Head, Mr J B Holden FCA, its mission has been extended from its primary regulatory duty to one of providing positive, constructive and professional support to those that it monitors. There are currently 20 professionally qualified inspection staff working in home-based regional teams.

This new post is in response to the evolving need for greater focus in organising the Unit's human, financial, equipment and material resources in the context of the expanded scope of its work. The role includes accountability for operational planning and control, quality of monitoring and the continued development and motivation of staff.

If you:

- are professionally qualified
- are interested in the standards of your profession
- have general management experience
- are a good communicator
- can motivate fellow professionals
- wish to contribute to a successful team

then please send your CV and persuade the JMU's advising consultants that you are right for us:
Barry Drinkwater Consulting Partners, 46-47 Pall Mall, London SW1Y 5JG.
For the attention of Paul Fearnham FCA.

Our client, based in South-East England is one of the UK's outstanding providers of insurance and financial services.

The Company's Datacentre — with some 700 employees — operates effectively as a stand-alone business, with a full range of management functions including a sophisticated Finance and Planning Department.

The successful candidate will demonstrate excellent people skills, with the capacity to persuade at all levels; managing business control & costing systems and their impact on internal customers across the Company.

If you are a qualified accountant, with sound management skills and ideally some exposure to areas such as product profit analysis, this role is likely to provide a substantial challenge.

The Company has a good reputation for offering rapid career progression to those who perform well.

If you would like to discuss this position and find out more about the organisation, please telephone or write to Susie Bonham-Carter at:

PHILIP JAMES ASSOC.

17 Thame Park Road,
Thame, Oxon, OX9 3XD.
Tel: 0844 21 7277
Fax: 0844 21 6419

A Zealand James Company

BUSINESS CONTROLLER

to £33,000 + car + bonus

In a newly created role, the Business Controller — reporting to the Head of Department — will manage a high profile Unit of experienced staff and have prime responsibility for the development and implementation of major systems within the Division. A number of strategically important projects are underway, requiring clear direction and skilled input.

AVON FINANCE MANAGERS

Northampton

to £30,000 + Car + Bonus + Benefits

Avon Cosmetics has become a worldwide leader in direct selling, with sales of over \$3 billion through its innovative approach to sales and marketing. Its leading European subsidiary, Avon UK, is based in Northampton and has a turnover approaching some £200 million. The company has successfully added new product ranges, such as pre-school toys, fashion accessories and lingerie, to its own manufactured core products of cosmetics, fragrances and toiletries and is now poised for further development.

In order to support this exciting programme of expansion, the Finance Division is being strengthened by the appointment of high calibre Finance Managers in key areas of the business such as Sales, Marketing and Logistics. As a Finance Manager with Avon your analytical and financial skills will be utilized to the full in the decision making process. Your involvement will rest heavily on your ability to advise and persuade senior management and to assist them in meeting their commercial objectives.

In order to direct your own team effectively you will need strong management and interpersonal skills, evident leadership qualities and a clear perspective on your own ambitions and career objectives. Success as a Finance Manager will inevitably lead to a more senior position in Avon which may be either in the UK or overseas, within finance or in a more general management role.

You should be a qualified accountant, mid 20's/early 30's, preferably a graduate, with an impressive track record in financial planning analysis or control and be able to display considerable commercial acumen together with a well defined personal career plan. In return, Avon offer a competitive starting salary with an excellent benefits package to include a quality car, free pension and family BUPA, annual bonus, free life assurance and a full relocation package where appropriate.

If you feel ready to take up the challenge of a career with the world's leading direct sales company, and possess the talents, ambitions and skills needed to succeed, please contact Bill Greenwell or Sally Coggins at:

CMP
CAREER MARKETING PARTNERSHIP
 170 EDMUND STREET, BIRMINGHAM B3 2HB • TEL: 021-233 4224.

Key Finance Role in High Street Retailing SECTOR FINANCIAL CONTROLLER

Central London

Our Client, is a major quoted Group widely regarded as being a market leader in a variety of High Street retailing sectors.

Group Finance has an integral and influential role in monitoring, evaluating and advising on Group activities and plays a key part in the management decision making process.

To further develop the strength and depth of this team the Group now wishes to appoint an individual who will take responsibility for a key business sector working closely with senior management on a variety of business issues.

As a qualified accountant, in your early 30's, you should already have combined a strong technical background with proven commercial and operational experience gained from a fast moving and dynamic business. Those candidates who have had demonstrable exposure to business planning and analysis will be at an advantage.

The role provides enormous opportunity for career development in what is an extremely attractive and dynamic group of companies either in line finance or general management at Group or operating company level.

Interested applicants should contact Charles Austin quoting Ref A581 at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Tel: 071-488 4114.

Up to £45k Plus Car



FINANCE DIRECTOR

Biwater Supply (Holdings)

Bournemouth

Biwater Supply (Holdings) plc is a major subsidiary company of the Biwater Group of companies — a highly-respected, successful international organisation with worldwide engineering and water supply operations. A Finance Director is now required to play a key role in the financial control and development of the company.

Your challenge will be to develop a broad financial strategy and design and implement an integrated financial control and management information system. Other major responsibilities will include implementing common accounting practices throughout the company to conform with the Group's policies; raising finance as and when necessary; and

ensuring maximum benefits under current tax legislation.

Aged 35-50, you must be a commercially-oriented qualified accountant (preferably FCA). Knowledge of the water industry would, of course, be an advantage.

Salary, geared to qualifications and experience, will be accompanied by a comprehensive range of benefits including performance-related bonus, car, pension, private health care, and relocation assistance where appropriate.

To apply, please send full cv to David White, Corporate Personnel Director, Biwater Limited, at the address below.

Biwater
Biwater Supply (Holdings)
 Biwater Court, Station Approach, Dorking, Surrey RH4 1TF England
 Telephone (0306) 740740 Telex 859529 BWATER G Facsimile (0306) 885233
 Offices in Australia, Caribbean, France, Hong Kong, Indonesia, Iran, Italy, Malaysia, Nigeria, Pakistan, Panama, Republic of Cameroon, Thailand, United Arab Emirates, West Germany

FINANCIAL CONTROLLER

Circa £45,000 package plus car

TSB Trustcard provides card-based financial services to the TSB Group. It is a member of both VISA and Eurocard/Mastercard payment systems and has in issue 3.5 million credit cards.

A senior management appointment now exists within the Company's Financial Division, based at our Head Office in Brighton. Reporting to the Finance Director, you will be responsible for controlling and developing the Company's financial accounting and planning systems, as well as taking an active part in the development of new products and services.

This is a key role which calls for an individual who possesses excellent management and interpersonal skills, coupled with a good working knowledge of financial systems. The ability to communicate with colleagues from non-financial disciplines is a pre-requisite. Candidates, in their

mid-thirties, should be qualified accountants (ACA/CACIA/CIMA) who have obtained a broad-based commercial awareness within a similar fast-moving environment.

In addition to an attractive salary a valuable range of banking benefits will include: —

- * Low cost mortgage
- * Non-contributory pension
- * Private medical cover
- * Free life assurance
- * Profit sharing
- * Christmas bonus
- * 30 days' annual leave
- * Full relocation package

If you feel you possess the necessary qualities please send a full curriculum vitae (to include current remuneration) to: Christiane Stagg, Personnel Manager, TSB Trustcard - Card Services, Brighton BN1 4BE or telephone (0273) 724666 ext 5208 for an application form.

TSB TRUSTCARD
ILG

GROUP FINANCIAL ACCOUNTANT Leisure Sector

West Sussex

c.£28,000 + car + benefits

Applicants should be ambitious and energetic accountants with approximately one year's post-qualification experience, gained in a major accountancy firm. Commercial acumen, computer literacy and well-developed financial reporting skills are essential prerequisites.

The role demands a proactive approach and will suit a confident, assertive individual with first class communication skills and considerable initiative. Opportunities for future development and career progression within the Group are excellent.

Please write, in confidence, with full career and salary details, to Tim Knight, quoting reference I3992.

KPMG

Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

Quality Consumer Product

FINANCE EXECUTIVE

...with strong general management bias

North Manchester

Age 30+

To £30,000

exec. car & benefits

Already an established household name, this manufacturer of branded consumer products enjoys a reputation which is synonymous with quality and good design. With turnover approaching £10m, the company plans to expand their domestic as well as bespoke contract operations in the UK and Europe. Continuous investment has provided a high level of technological advantage which will underpin the next phase of expansion. To build a new strategy for the 1990's, the present executive team is to be strengthened with an experienced finance professional.

Working closely with experienced support, including DR, an early priority will be a review of existing systems and the development of more responsive management information. Involvement in planning the growth of the operation, will require sound technical skills matched by strong strategic thinking. General management responsibilities will also include financial aspects of the contracts operation, sales administration, customer services and input into stock control - all areas where you will be encouraged to contribute new ideas.

You will need to be a seasoned qualified professional, who can operate at a senior level. Your sound commercial instincts will allow you to focus on issues across the whole spectrum of executive control - providing an excellent opportunity to make your mark.

Please apply to our Manchester office where your contact is Karen Travis Ref: M389

ASB

ASB RECRUITMENT LTD

Amethyst House, Spring Gardens

Manchester M2 1EA. Tel: 061-634 0616

Fax: 061-832 9123

Hotels: Birmingham, Leeds, Liverpool,

Nottingham and Swindon.

A Division of ASB Barrett Kinsgley Plc.

UK Finance Director

West London

to £35,000 + Car

Our client is a diversified marketing services company operating in the UK and Scandinavia, with a combined turnover of c £30 million.

Working closely with the UK Managing Director and Group Finance Director, this commercial appointment carries responsibility for leading the finance function and a strong participation in business development.

The three UK subsidiaries are located in the home counties, and the Finance Director will be expected to divide his time between head office and the operating units. Each subsidiary has an established team providing management information and key criteria for this appointment include

TP

Michael Page Finance

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham

Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

GROUP FINANCE MANAGER

NORTH LONDON c. £35K plus bonus plus car

This International Group has achieved consistent profitable growth with a turnover worldwide in excess of £100,000,000 p.a. Its core business activities are contracting orientated with a dual focus on satisfying both commercial and environmental needs. 1990 is on target for another year of excellent results and the Group has well developed plans for a "full flotation" within three years.

Due to the increase in the scope of the Group's financial reporting, a Group Finance Manager is required. This role will be responsible to the Group Finance Director for all matters pertinent to production of quality financial statements throughout the Group. The position demands a combination of strategic and commercial flair allied to the technical expertise necessary to maximise growth opportunities as "full flotation" approaches. Based in London, the Group Finance Manager will be expected to undertake some overseas travel notably to the main operating units in the USA and Germany.

Candidates will be qualified accountants, ACA, ACCA, probably aged between 25 - 35 with some experience of working within a group environment either in a functional or auditing capacity. Strong inter-personal skills will be required as the successful applicant will be expected to act on his own initiative on a variety of projects throughout the Group. To assist the candidate in his role in Europe a knowledge of German would be useful but is by no means a prerequisite. In exchange for your commitment the Group offer an excellent salary package plus the opportunity to develop as the Group itself develops.

Please submit your cv in confidence to: Ref: 90/102 Adrian Wheele Consultancy, Executive Selection and Search, 31-33 Corn Street, Bristol BS1 1HT. Tel: 0272 308809



International Tax

Banking, City Based

Our client is a multinational banking Group headquartered in London. Its 28,000 staff manage assets of £24 billion in more than 50 countries, many of which the group is recognised as one of the leading banks. Trade finance is still a cornerstone of the Group's activities but the services offered to customers also include all aspects of corporate and personal banking with specialist services in treasury, eurocurrency, bullion, asset management and protection, card services and merchant banking.

Due to an expanded workload our client wishes to appoint an Assistant Overseas Taxation Manager. Working with the Overseas Taxation Manager, the role will involve

to £37,500 + Banking Bens

some travel to and regular liaison with the Group's overseas operations. Assignments will be predominantly project orientated with the ultimate aim of ensuring tax efficient business decisions worldwide.

Ideally, you will be a qualified accountant with broad based experience in international taxation. This may have been gained either in professional practice or in a commercial tax role.

For further information, contact Rod Bateman ACA on 071-831 2000 (evenings/weekends on 071-724 9250) or write to him at Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH.

Michael Page Taxation

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide



Central London

Our client is one of the leading names in the exploration, production and supply of oil and gas products. As a consequence of undergoing a period of unprecedented growth and expansion there is now an immediate requirement for a highly talented individual to head up the treasury and acquisition function of this large and growing taxation department.

Reporting to the Director of Taxation your primary responsibilities will include: the provision of advice on all taxation aspects of the Group's acquisition and divestment policies; efficient tax planning in respect of the Group's Treasury Operations - both UK and worldwide and liaising with appropriate professional advisors and government bodies where relevant to the above activities.

ROBERT WALTERS • ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464

TAX MANAGER

to £60,000

The successful candidate will be a graduate qualified accountant with a minimum of seven years corporation tax experience gained within either a professional or commercial environment. Ideally you will have had exposure to the tax consequences of sophisticated treasury operations and strategic tax planning and be able to demonstrate the interpersonal skills and confidence required to deal with people at the highest level.

As well as the advertised salary the package will include a company car, a profit related share scheme, contributory pension scheme and private medical insurance. In addition a generous relocation package is available, if necessary.

Interested applicants should telephone Steve O'Connor on 071-437 0464, or write to him, enclosing a detailed CV, at the address below.

Financial Director Designate

Midlands c.£28,000 + car + benefits

Our client is a highly successful group of companies in vehicle distribution employing over 160 people and with a turnover in excess of £20 million.

To further strengthen the management team, a Financial Director Designate is required to contribute to the achievement of the group's objectives through the implementation of appropriate financial strategies and plans.

This will involve close liaison with operating executives and staff together with the group's principal suppliers, as well as management and control of the accounting function.

Probably in your mid 30's and a qualified accountant, you will have had exposure in a group with well developed computer systems. You should have company secretarial and treasury management experience and have worked in at least two organisations. Some background within the transport industry would be beneficial.

To apply, write to Ian Woods, quoting reference B8504 to Grant Thornton Management Consultants, Kennedy Tower, St. Chad's Queensway, Birmingham B4 6EL.

Grant Thornton
MANAGEMENT CONSULTANTS
The UK member firm of Grant Thornton International.

ROBERT HALF
Financial Recruitment Specialists

FINANCIAL TIMES
LONDON PARIS FRANKFURT NEW YORK

INVITE YOU TO A BUSINESS BREAKFAST

CURRENT TRENDS IN CORPORATE FINANCE

AT THE SAVOY HOTEL, STRAND, WC2
ON THURSDAY 7TH JUNE
FROM 8.30am - 9.30am

The talk will be given by Adrian Bradshaw, Managing Director of Arthur Andersen Corporate Finance, and will cover:-

- Demergers
- Recapitalisation
- PLC takeovers via "enromous"
- Off balance sheet vehicles
- Unquoted convertible preference shares
- ESOPs
- Covered Warrants/preference issues

Aged 33, Adrian Bradshaw is the youngest Head of Corporate Finance in the City. Previously a Corporate Finance Director at Guidehouse, Adrian was previously

with Vickers DA Costa and County Bank. Adrian has worked on a range of management buy-outs, buy-ins, take-over bids and floatations. This is the first in a series of Business Breakfasts planned by Robert Half in conjunction with the Financial Times covering a range of business and management issues.

(Places at the breakfast are strictly limited.)

If you wish to attend, please write to Greg Ripley at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545.

FINANCIAL CONTROLLER

LONDON

C. £35,000 + Benefits

Our client is an established and high growth plc with a turnover in excess of £65 million, supplying electrical products to the industrial and commercial markets from outlets throughout the UK. The appointment requires a qualified, commercially orientated and energetic accountant to take full responsibility for strong financial controls, monthly reporting and the maintenance and smooth running of the company's finance department.

You will be a key member of the management team reporting directly to the managing director and functionally to the group finance director.

Ideal candidates will be in their thirties and as well as strong technical abilities, interpersonal skills and organisational ability must be proven. A working understanding of computers is essential.

The reward package includes an excellent salary as indicated, fully expensed company car, executive pension scheme, share options and a private health scheme.

Please write in confidence to:

finnies
CHARTERED ACCOUNTANTS

Haskins & Co
Kingsway House
2 Grosvenor Street
London WC2A 3HU
Tel: JWSC

MSL International

FINANCIAL CONTROLLER (AFRICA BASED)

We are a U.K. registered construction company operating in a number of countries in East and Central Africa and are currently seeking a Financial Controller to be responsible for all accounting and company secretarial matters in one of the operating countries.

Candidates should have strong technical skills and be capable of working to deadlines with minimum of supervision. Overseas working experience, preferably in the construction industry, will be a distinct advantage.

An expatriate package will be negotiated with the successful candidate.

Please send full CV to:-

WADE ADAMS

Amanda Pearsall
Personnel Officer
Wade Adams Construction Ltd
3 Shortlands
Hammersmith
London W6 8AL

Assistant Treasurer

Broaden your career in Corporate Treasury

Central London c£33000 + car + benefits

It's an exciting time at National Grid. As a newly independent company created as part of the restructuring of the electricity supply industry, we are currently developing new policies and new corporate strategies to meet our central role as the transmitter of power between the generating and distribution companies in England and Wales.

So as our new Assistant Treasurer you will not only be helping to develop your own department, but also influencing the future of a major new business.

Reporting directly to the head of our Treasury function, you will have specific responsibility for supervising a team involved in dealing, cash management, and payments activities. You will also be initiating and implementing projects in areas such as finance and risk management; developing cash forecasting, decision support, and management information systems; and contributing to the company's major funding strategy.

This is a wide ranging opportunity for an ambitious individual who would like to broaden their career in corporate treasury, and possibly progress to a more general management role. Naturally you will be fully qualified with several years experience in a large company environment. Membership of the ACT would also be an obvious advantage, along with a knowledge of the capital markets, strong interpersonal skills and proficiency with PCs.

In return, our remuneration package includes a company car, relocation expenses and a full range of executive benefits.

Please send a current CV or telephone 071-620 8824 for an application form. These should be sent to Personnel Officer (Services), National Grid, National Grid House, Sunner Street, London SE1 9JU, to arrive no later than 4th June 1990.



Committed to Equal Opportunities

BUSINESS ANALYST

**c. £28K + 2 LITRE CAR + BENEFITS
WEST LONDON**

As the main trading subsidiary of the Argyll Group, Safeway plc has grown to be one of Britain's most dynamic food retailers.

We are now seeking a high calibre business professional whose principal responsibilities will be the analysis and interpretation of the Company's performance. Key concerns are gross margin, product performance, pricing policy and marketing spend together with the development of management information reports highlighting performance against critical success factors.

You will be given an extensive brief with plenty of scope for ingenuity and imagination. Using sophisticated mainframe and PC based systems you will make wide-ranging recommendations for the future and contribute to the on-going development of the business. Considerable liaison with Senior Executives and Directors will give you a high profile whilst the nature of the overall challenge will provide you with a unique insight into the business.

You will be a qualified accountant or MBA with 2-3 years' commercial experience and first class communication skills. Future career opportunities within both Finance and Business Management are excellent.

Please write with your CV and current salary details to: Mrs P. Taylor, Personnel Manager, Safeway plc, 6 Millington Road, Hayes, Middlesex UB3 4AY. Tel: 081-756 2131.



DEK FINANCIAL CONTROLLER

Dorset

Attractive package incl. car

DEK Printing Machines Ltd. is a world leader in precision screen process equipment for the electronics industry. Founded and based in Weymouth, it exports worldwide and has subsidiaries in the USA, Germany and Japan.

A qualified accountant is sought to lead the financial function for the UK machine manufacturing division. Reporting to the Operations Director, the job content is strongly manufacturing and costing orientated although the division's management is fully accountable for overall business performance. The Controller will thus be involved commercially and control activities such as foreign exchange, credit control and group reporting. The Division employs around 180.

Although part of a substantial US group, DEK operates with considerable autonomy. It is justly proud of its high reputation as an employer in the

local community and of its international standing in the electronics industry. This is a key appointment reflecting DEK's continued growth and its determination to maintain its competitive advantage - particularly in manufacturing.

Candidates must have engineering/manufacturing experience and be abreast of recent developments in costing and manufacturing systems. Sound IT knowledge is essential - The Company has up-to-date multi-terminal DEC computer systems.

The Company offers an attractive package including car, profit share, private medical insurance etc. Relocation assistance to a delightful coastal environment will be available, if appropriate.

Candidates should send full career details, including current salary, to Mike Smith, ref. PO/14.



Peat Marwick Selection & Search
Abbots House, Abbey Street, Reading, Berkshire RG1 3BD

GROUP FINANCE DIRECTOR

Midlands

c£80,000 + Share Options

representing the Group to its best advantage.

Under the direction of the Chief Executive, the Group Finance Director will be called upon to undertake a variety of ad-hoc exercises relating to on-going acquisitions and profit enhancement.

We would like to hear from qualified Accountants, experienced in PLC Financial Management. Experience of the retail sector, whilst not essential, is preferred, but of more importance is an appreciation of a proactive and entrepreneurial environment.

You should have a notable track record of success combined with the desire to take a fast-moving market leader into the future.

Please apply in writing, will full career and salary details, quoting Reference B/289/90 to Steven French.



Peat Marwick Selection

Peat House, 2 Cornwall Street, Birmingham B3 2DL

Internal Audit Manager

Northern Home Counties

up to £45K + quality car & share options

Our client is a major UK retailing plc with a successful trading formula and annual turnover approaching £1 billion. Its growth and profit performance is well in excess of its competitors. Developments for the 1990's are ambitious, carefully planned and will ensure continuing success.

Internal audit is a key function within the organisation with responsibility for identifying control risks and assisting in ensuring that adequate cost effective controls are in place throughout the business. A highly capable Internal Audit Manager is now being sought.

Reporting to the Group Finance Director, your remit will cover all aspects of the Company's operations and the provision of appropriate advice to the Audit Committee. Within this brief you will be responsible for Audit Strategy, budgeting and standards and will personally undertake any investigations of a particularly sensitive or complex nature.

Candidates should preferably be graduate qualified accountants with at least four years' experience in an audit

function within a commercial environment, preferably retailing.

You will be well versed in modern audit techniques and should have strong interpersonal, communication and management skills. Ambitious and assertive you will also be the type of person who will relish working in a dynamic, committed and informal environment. Likely age range mid 30's to mid 40's.

The benefits include a very competitive salary, fully expensed quality car, share options, good pension scheme, health cover etc. Relocation assistance is also available where appropriate.

If this challenging opportunity interests you, please write in strict confidence quoting ref IAM 954 to:
Vinit Vedi,
Dick Degenhardt & Partners Limited,
Management Search & Selection,
Swan Centre, Fishers Lane, London W4 1RZ.
Tel: 081-995 1331 (office hours)
081-560 8619 (evenings & weekends 7-9pm)
Fax: 081-994 9288 (24 hours)

FINANCE MANAGER · EUROPE

South London - c£30,000 + Car

The European headquarters of this US multinational marketing and distribution company, with a European turnover in excess of £100 million, has recently created a new role to support the development of the UK and European business during the 1990's.

The Finance Manager - Europe will report directly to the Controller-European Finance with responsibility for a small head office team and supported by the management accounting group. Key aspects of the role will be:

- * Control, review and detailed analysis of monthly management information for each of the four European divisions.
- * Control and co-ordination of the budgetary cycle for Europe.
- * Responsibility for optimising cash management and maintaining banking relationships.

The nature of this pivotal role between the European head office and individual company operations will necessitate considerable liaison with

local and European senior management and therefore, regular travel.

The position requires a high calibre, graduate Chartered Accountant, probably aged 28-35, with a demonstrable record of success to date in a financial management position. Excellent communication skills, an analytical and professional approach and a high degree of computer literacy are prerequisites. Remuneration package will be negotiable, based on experience and ability.

In the first instance, please contact Jonathan Williams on 071 240 1040 or forward a detailed résumé to our London office quoting Reference No: 10/823, Morgan & Banks Search and Selection Plc, First Floor, 114 St Martins Lane, London WC2N 4AZ. Fax: 071 240 1052.

Morgan & Banks

DEK

FINANCIAL CONTROLLER

Dorset

Attractive package incl. car

DEK Printing Machines Ltd. is a world leader in precision screen process equipment for the electronics industry. Founded and based in Weymouth, it exports worldwide and has subsidiaries in the USA, Germany and Japan.

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Candidates should send full career details, including current salary, to Mike Smith, ref. PO/14.

GROUP FINANCE DIRECTOR

c£80,000 + Share Options

CHIEF ACCOUNTANT

Marketing-led Leisure Group

Completely dominating their niche market, our Client is a marketing-led leisure Group operating on a truly global basis. US owned and with a turnover measured in hundreds of millions of pounds, their objective is to retain their leadership position by extending geographic penetration still further whilst maintaining tight operational control.

Controlling 20 staff, the Group Chief Accountant has overall control of financial information prepared by all group companies. Key responsibilities are as follows:

- Quarterly and Annual consolidated group accounts (multicurrency).
- Monthly management accounts.
- Annual budgets and quarterly forecasts.
- Review of subsidiary financial statements.
- Development of computer systems.

Whilst the role has a strong management bias, it calls for a "hands-on" approach to many of the more technically complex accounting issues.

The environment is fast moving but relaxed, and whilst computer systems are highly sophisticated, a major upgrade is envisaged in the near future.

Candidates will be qualified ACA's with c.5 years PQE, aged 28-35, probably currently working at the centre of a major Group. A background in financial control, exposure to systems and experience of man management are as important as technical ability.

Please apply directly to Greg Ripley at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London, WC2R OBR. Telephone: 071-636 3545, or evenings on 071-485 1356. Alternatively, fax your details on 071-636 4942.

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Do you have a clear vision of your future?

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If you are an experienced corporate tax manager with a large or medium sized international firm, we invite you to ask yourself:

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- Am I confident that my firm's track record and plans for the future provide me with a partnership opportunity?
- Do I have a really challenging portfolio of clients?

At Price Waterhouse, the success of our tax practice has been built on strong organic growth, commercially active clients and the leadership of 104 tax partners, of whom 67 have been admitted since 1985.

Stability, continuity and a clear path to the top. These are some of the reasons why so many experienced tax managers have joined us recently. So why not you? There has never been a better time to join PW.

Please write, in confidence, with detailed CV, quoting reference F/050/63, to:

John Townsend
Head of Tax Recruitment
Price Waterhouse
Southwark Towers
32 London Bridge Street
London SE1 9SY
Tel: 071-939 3000.

Price Waterhouse



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Director of Finance

WC1

£23,820 - £26,573
(under review)

The Royal National Institute for the Deaf is a leading national charity with an income in excess of £11 million per annum coming from legacies, donations, covenants, fundraising, commercial activities and local authority contracts for services.

The RNID is a progressive charity anxious to encourage and develop new ideas. It was the first charity to establish a PLC, whose objectives are both to raise revenue for the charity and ensure greater take-up of products for deaf people and it is expanding contacts with local authorities in line with developments in community care.

Reporting to our Chief Executive, you will play a key role within our senior management team in the development of the Institute's policies and strategy. The postholder will be expected to work in a proactive way using the financial resources available to the Institute as creatively and efficiently as possible.

Assisted by a team of over 25 people, you will maximise the contribution of financial management for business planning, operational control and performance. This will involve:

- * The development and implementation of effective accounting systems.
- * Prompt production of financial information and statutory accounts.
- * Playing a leading role in the development of management information systems.
- * Staff recruitment and development.

You should be a fully qualified accountant with senior management experience - preferably gained within a large charity and/or commercial environment - with a mature, confident personality and the ability to work effectively with Committee Members and colleagues at all levels. The age of the successful candidate is less important than their drive and ability.

Closing date: 8th June 1990.

For further information and an application form contact the Personnel Department, RNID, 105 Gower Street, London WC1E 6AH. Telephone: 071-383 3152 (24 hour answerphone) or 071-387 8033.

The RNID is working towards equal opportunities and particularly welcomes applications from deaf and hard of hearing people.

The Royal National Institute for the Deaf



A NEW VENTURE IN BROADCAST TRANSMISSION

**Director of Finance
(Designate)**

c.£50,000 + benefits

Winchester

Exciting changes are taking place in the world of broadcasting. Recent legislation provides for a new private sector transmission company formed from the Independent Broadcasting Authority's transmission operations for ITV, Channel 4, BSkyB and independent local radio. It has allowed further scope too, for expansion into other broadcast and telecommunications activities.

A business-oriented and commercially-minded financial executive is now required to provide key input into the formation, strategy and structure of this new company, which will employ around 800 people. As a Board Member, reporting to the Executive Chairman, your role will carry full responsibility for the finance, treasury, MIS and human resource function.

You should be a qualified accountant with senior experience at a strategic level within the private sector. In particular your strengths will lie in the development of financial strategy and the assessment of business expansion opportunities. We are looking for an energetic individual with strong leadership, organisational skills and the maturity and ability to liaise and negotiate at the highest level.

Please write with a current CV to: The Executive Chairman (Designate), Dr J R Forrest, 5% The Independent Broadcasting Authority, Crawley Court, Winchester, Hampshire SO21 2QA. Interviews will commence 11th June.

"AN EQUAL OPPORTUNITIES EMPLOYER"

OR

Experienced Tax Consultants

Do you have a clear vision of your future?

up to £60,000 + Car

If you are an experienced corporate tax manager with a large or medium sized international firm, we invite you to ask yourself:

- Are my prospects really clear?
- Am I confident that my firm's track record and plans for the future provide me with a partnership opportunity?
- Do I have a really challenging portfolio of clients?

At Price Waterhouse, the success of our tax practice has been built on strong organic growth, commercially active clients and the leadership of 104 tax partners, of whom 67 have been admitted since 1985.

Stability, continuity and a clear path to the top. These are some of the reasons why so many experienced tax managers have joined us recently. So why not you? There has never been a better time to join PW.

Please write, in confidence, with detailed CV, quoting reference F/050/63, to:

John Townsend
Head of Tax Recruitment
Price Waterhouse
Southwark Towers
32 London Bridge Street
London SE1 9SY
Tel: 071-939 3000.

Price Waterhouse



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Innovation - Application - Export

Financial Controller

North West

As a profitable export-oriented division of a major U.S. Corporation, our client has established itself as a world leader in the design and manufacture of high technology capital equipment.

An essential element of the high quality package presented to its international market is the installation, commissioning and after-sales technical support provided by the business. This responsibility lies with the £20 million turnover Customer Services unit. The unit is now seeking to appoint a Financial Controller to take full responsibility for all financial aspects of this business segment.

Reporting to the company Financial Director, the key tasks will be to provide meaningful performance targets for operational managers, improve the asset management

of the business and - through the development of standard costing systems - identify new opportunities for cost control and profit improvement. After gaining an in-depth knowledge of the business and demonstrating the ability to contribute commercially at a corporate level, it is anticipated that this individual will progress rapidly within the business.

The successful candidate will be aged 30-40, qualified, with a strong academic background, experienced in manufacturing (preferably engineering), and have the potential to progress to Financial Director level. Interested applicants should contact

Paul Boardman BA, ACMA on 061-228 0396 or write to him at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

TP

Michael Page Finance

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham

Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Qatar Public Telecommunications Corporation (Q.TEL) DIVISIONAL MANAGER FINANCE

TAX FREE NEGOTIABLE SALARY

Our Client has recently completed a review of its management structure to enable an expansion of its telecommunications services. As a result they are seeking a commercially aware Financial Manager capable of advising the board on all financial and information systems affairs.

Reporting to the General Manager you will monitor the financial affairs of the Corporation so that management can ensure that the assets of the Corporation are safeguarded, revenue is maximised and costs minimised, establish accounting principles and ensure that proper books of accounts are maintained. Preparation for management of annual and long term operating budgets, capital budgets (in conjunction with other functions), cash flow forecasts and the regular comparison of actual results against these standards. Introduction of computer based finance system and fixed assets accounting system. To control and supervise the billing system and the DP department. As a member of the Tender Review Committee you will be expected to play a vital role in complex negotiations with Contractors, Bankers and Government Departments.

This demanding and rewarding position is ideally suited to a qualified accountant (ACCA/ACIMA/CIMA) with senior management experience, preferably with some overseas and telecommunications exposure. An excellent package is offered including the normal family status benefits in this pleasant part of the Arabian Gulf.

If you are interested telephone either Brian Joyce or Kevin Hart on 051-255 1188 or write with detailed C.V. quoting Ref. RW/QT, to the address below.

R.I. ACCOUNTANCY APPOINTMENTS LTD

Masons Building, 28 Exchange Street East,

Liverpool L2 3PH

OR JUPITER COMPUTER APPOINTMENTS

12-13 Henrietta Street, Covent Garden,

London WC2E 8LA.



FINANCE DIRECTOR BANGLADESH

A leading UK Group is currently looking for a finance director for its subsidiaries in Bangladesh, which are involved in both trading and manufacturing. There are also some specialist contracting and project activities.

The group's managing and finance directors enjoy a high degree of autonomy and profit responsibility. Candidates, who must be qualified accountants, will therefore possess well developed commercial acumen and thrive on sharp end involvement. The appointee will be expected to make an immediate contribution in the areas of financial control, working capital management and factory systems.

The successful candidate is likely to be a Bangladeshi national who has spent some time working abroad and now wishes to return home.

Written applications, with detailed C.V. in confidence to:
Alison Clarke, Confidential Reply Supervisor,
Rada Recruitment Communications Ltd,
195 Euston Road, London NW1 2BN.

Applications are forwarded to the client therefore companies in which you are not interested should be listed in a covering letter to the Confidential Reply Supervisor.

Rada

RECRUITMENT

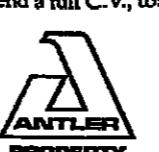
COMMUNICATIONS

FINANCIAL DIRECTOR/ GENERAL MANAGER

Antler Property Corporation is seeking a Qualified Accountant with a proven track record of success in the homebuilding industry for Antler Homes Wimbledon Plc, its newly acquired business, a long established apartment conversion specialist, operating in a buoyant market sector.

A go getter joining this fast expanding group of companies will be instrumental in spearheading the planned immediate growth of the company which is targeted to double current turnover in 1991. Working with the managing director, this is a hands on opportunity for someone currently finance director of a house building company, to realise his/her ambitions and become totally involved in all aspects of our existing development programme.

If you are aged 30-35 and would like to see your hard work rewarded with a generous package of salary, plus bonus, car and benefits. Write, explaining specifically how you believe you fully satisfy the above criteria and send a full C.V., to:



Christopher J. Hounsell,
Group Financial Director,
Antler Property Corporation Plc,
Bridge House, Bridge Street,
Staines, Middlesex TW18 4TW.

CAREER CHOICE

The Financial Times proposes to publish a Survey on the above on

17th October 1990

For a full editorial synopsis and advertisement details, please contact:

Nicholas Baker

on 071-873 3351 or write to him at:

Number One, Southwark Bridge
London SE1 9HL.

FINANCIAL TIMES

Where do you find the best business people in Europe?

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Credit Analysts

To £25,000 + Benefits

Several high calibre UK and international banks are currently keen to interview young bankers with high calibre analytical experience. Candidates will ideally be aged 23-28, educated to A-level or degree standard and may possibly have a banking qualification. They should be computer literate and will have exposure to both cash-flow and balance sheet analysis. Rewards can be attractive and prospects excellent.

Interested applicants should contact Alexander Firska or Anne Semple on 071-831 2000, or write to them at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Director - International Business Development Private Client Fund Management

Up to £55,000 Base, Bonus, Housing

An exciting opportunity with an international group, initially based in the Channel Islands but with career prospects world-wide. An unusual chance to play the lead role in developing a substantial asset management business.

THE COMPANY
 ◇ Highly regarded international banking group.
 ◇ Excellent reputation as sophisticated off-shore private bankers and asset managers.
 ◇ Local operations substantial, successful and growing.
THE POSITION
 ◇ Develop and maintain client relationships internationally.
 ◇ Manage small team. Report direct to M.D.
 ◇ Outstanding candidate could have profit responsibility for entire Channel Islands investment management subsidiary as Managing Director.

QUALIFICATIONS
 ◇ Successful track record providing investment advice to wealthy individuals and trusts.
 ◇ International investment philosophy. Ideally foreign language speaker. Willing to travel.
 ◇ Probably aged early/mid 30's. Marketing experience from private client broking or asset management particularly valuable.

Channel Islands

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SLough • 0753 694844 • MANCHESTER • 061-905 1458
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Marketeer (Swaps)

Leading Derivatives Group

Our client, the London branch of a leading commercial bank, is seeking to expand its derivative products group with the appointment of an experienced marketeer. Based in London, the successful candidate will be directly involved in marketing swaps, swaptions and other derivatives to clients in the UK and Europe. This is an exceptional opening for the right individual to join an aggressive and professional team.

Linguistic ability is a definite advantage, together with excellent marketing experience and good client contacts. Applicants should be technically able to understand the pricing

Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Private Banking Executive

c.£30,000 p.a.,
plus Car and
Banking Benefits

The Hongkong and Shanghai Banking Corporation Limited, one of the world's leading international banks, is seeking to recruit a Cantonese speaking executive to join the London office of the group's global private banking network.

The position will include responsibility for marketing the bank's extensive range of services to an international client base, managing existing accounts and developing new business relationships with high net worth individuals.

Candidates, aged about 30, will have a full knowledge of investment management, tax and estate planning, preferably gained within the private client division of an international bank. Strong personal qualities, particularly self-motivation, determination and initiative are essential to assist the development of new business opportunities. In this context, overseas marketing experience would be an advantage as the role will involve foreign travel.

In addition to the salary indicated, an attractive benefits package includes non-contributory pension scheme, car, mortgage subsidy and BUPA.

Please write enclosing full personal career details to:
Mrs Sylvia Keats, Personnel Manager,
Hongkong and Shanghai Banking Corporation Limited,
99 Bishopsgate, London EC2P 2LA.

HongkongBank

The Hongkong and Shanghai Banking Corporation Ltd.

Mergers & Acquisitions

Research Analyst

To £35,000 + Bonus

City

Top flight M&A team in blue chip UK merchant bank seeks an Analyst to give full research and marketing support on highly visible and prestigious transactions.

THE COMPANY

- ◇ Very successful, profitable UK merchant bank with strong presence in corporate finance, banking, development capital and stockbroking.
- ◇ Well positioned for 1992 with real commitment to international investment and strategic positioning for the future.
- ◇ Widespread client base growing within the international and domestic markets.

THE POSITION

- ◇ Responsibility for researching and presenting in depth analysis to shape transactions.
- ◇ Develop innovative ideas; understand clients' acquisition criteria; deliver conclusions to client executives.
- ◇ Provide full marketing support to transactors in all aspects of dealmaking. Considerable client contact.

QUALIFICATIONS

- ◇ Graduate, ideally with a professional qualification or MBA, aged 23-28, in an Analyst role in the City or industry.
- ◇ Background of strong analytical skills combined with computer literacy and financial modelling capability.
- ◇ Self-starter, independent, with a disciplined approach to project management in an informal environment.

Please write, enclosing full cv, Ref 1J0512
54 Jermyn Street, London, SW1Y 6LX



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BANKING OPPORTUNITIES

LEVERAGED ANALYST

This Merchant Bank enjoys the highest reputation in its support of LBO, MBO transactions. An exciting opportunity exists to join the commercial banking team in a supervisory role. Good credit skills, computer literacy and at least two years' experience of analysis of leveraged transactions are required. Training will include mid-term and annual reviews will be provided. This role is seen as a stepping stone to a larger relationship position and every help will be given to develop marketing skills.

SPECIALISED FINANCE

This position offers a career opportunity for a young, ideally graduate/ACCA qualified banker with proven credit skills to take a first step into marketing. Supporting an established and successful marketing team, you will gain valuable experience in the marketing of structured products used in leveraged, restructured, property and shipping finance, within this respected international bank at an exciting stage of its development.

TREASURY

Various a.s.e.
We have vacancies with a number of Major International Banks for the following:-
FX Options 3 to 5 years' experience.
Forward Rate 3 to 5 years' experience in Futures and Options.
Chief Trader/Major Currencies 3 to 5 years' experience of Corporate Sales 2 to 3 years or more.
Spot Traders 2 to 3 years or more.
These positions offer opportunities to join well-established teams with excellent market reputations.

For further information on these and other vacancies, please contact Ian Dodd, Richard Lyons or Roy Webb

INTERNATIONAL FINANCIAL RECRUITMENT CONSULTANTS



Tel: 071 895 8060
Fax: 071 626 2092

SYNDICATIONS

c. £28,000 + BENEFITS
Our client, a blue chip British Merchant Bank, currently has a requirement for an experienced executive to work closely with the Department Head of the two newly formed syndication units. The role will involve the management of a team of 20+ professionals and be able to demonstrate a sound knowledge of all aspects of syndicating transactions. A background of structured financing techniques, LBO's/MBO's etc. formal banking and computer literacy would be particularly desirable.

CORRESPONDENT BANKING

c. £40,000 + BENEFITS
As a result of further expansion and increased commitment to Europe, their Major Correspondent Bank needs an experienced executive to be ultimately involved in the formation of a correspondent banking unit. Aged to late 30's you will possess at least three years' experience of marketing correspondent banking/trade finance products to European Financial Institutions. An excellent career opportunity.

CORPORATE MARKETING

c. £25,000-£26,000
We are currently seeking to fill vacancies with a number of Major International Financial Institutions. The positions may relate to European, American, Japanese, German, Italian or Spanish speaking ability would be an advantage. Experience levels of marketing corporate and/or investment banking products ranging from structured products to a range of industries including Energy, Agriculture and Shipping. These positions offer excellent career progression within established teams to build upon existing relationships and develop new business. Remuneration will be competitive and according to age and experience.

A member of The Devonshire Group Plc

BARCLAYS de ZOETE WEDD Project Finance Senior Manager

Excellent Package

The ideal opportunity to participate in the development of the major project financings of the 1990's for a first rate specialist in structured finance.

THE POSITION

- ◇ Within a small team concentrating upon project advisory assignments.
- ◇ Broadly based role evaluating, structuring, negotiating and closing project finance transactions, primarily in the UK.
- ◇ Opportunity to develop sector specialisation in, for example, power or infrastructure.

QUALIFICATIONS

- ◇ Experience of project or other leveraged finance from a lender, adviser, major corporate or utility.
- ◇ Early 30's preferred, strong intellect and analytical skills.
- ◇ Ability to analyse and negotiate transactions without supervision.
- ◇ Potential to fulfil a lead role.

Please write enclosing full cv, Ref BJ2092
54 Jermyn Street, London, SW1Y 6LX

THE INVESTMENT BANKING ARM OF THE BARCLAYS GROUP

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Equities Analyst

Niche Merchant Bank

Singapore

£ negotiable
Creative analyst to join small team in very successful, highly regarded South East Asian based institutional broker. Lively, independent, sales-driven culture has underpinned rapid, profitable growth. Strong balance sheet, excellent corporate finance team and international distribution. Offices in Honk Kong, Singapore, Philippines with further expansion underway. Significant opportunities for travel within region. Competitive remuneration reflecting expatriate status.

THE ROLE

- Initially reporting to Managing Director as one of a team, with eventual appointment as Head of Research and directorship.

- Responsible for independent analysis, written reports and prompt communication of results to sales teams and clients throughout the world.

- Presentation to clients in major financial centres, and organisation of road-shows and client visits.

Please reply in writing, confidentiality assured, enclosing full details: Ref DL5903, Spencer Stuart, Brook House, 113 Park Lane, London W1Y 4HJ.

London
071-493 1238

The Selection Division of
Spencer Stuart & Associates Ltd

Manchester
061-941 3818

FUTURES AND OPTIONS

Small, highly successful futures and options trading team with proven track record seeks new challenge with a dynamic small/medium sized financial institution. Currently working for an international investment house we can offer:

- : an international private and commercial client base
- : several years experience in financial and precious metals futures and options trading
- : a strong academic background
- : fluency in German

We would be interested to hear from an organisation seeking to establish or expand an existing operation in this field.

Please reply to Box A819, Financial Times,
One Southwark Bridge, London SE1 9HL

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Opportunity for Investment Managers and Stockbrokers
Thornhill is an expanding independent firm specialising in discretionary investment management for private individuals. We should be interested to hear from investment managers or stockbrokers who wish to discuss the benefits that joining Thornhill would bring to themselves and their clients. The mix of clients should include a good proportion of fee-paying and discretionary funds.

Please write to or call James Cave or Colin Chisbohm at
Thornhill
Investment Management
Limited
28 St. John's Square, London EC1M 4AE
Telephone 071-251 6767

A member of the Financial Intermediaries, Managers and Brokers Regulatory Association

RATHBONE

Rathbone UK Ltd.
South Quay
Plaza II,
103 Marsh Wall,
London E14 9EU

INTERNATIONAL FUND
MANAGEMENT
£25,000 to £60,000
We are currently advising a number of major International Investment Houses in their search to appoint high profile professionals within their global equity departments. We would welcome sincere approaches from well-established Fund Managers with a thorough understanding of Far East, US or European markets. A strong investment analysis background and fluency in one or more European languages would be advantageous. A proven performance record to date together with strong marketing and interpersonal skills play a prominent part in our clients' requirements. In each instance career progression will be awarded on merit and not time served. Please contact Barbara Dabek on daytime - 071-867 8899, evenings after 8.30pm - 0634-863534. All applications will be treated in strict confidence.

Rathbone UK Ltd.
South Quay
Plaza II,
103 Marsh Wall,
London E14 9EU

PROJECT FINANCE
to £35,000 + Benefits
We are currently acting on behalf of an International Investment House looking to expand in this field. They are seeking candidates with an International Banking background in Project Finance. The ideal candidates must be graduates with solid experience of aircraft leasing, mergers and acquisitions and property finance within a specialist finance team. Attractive remuneration packages are available for successful applicants.

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£ Neg

As a leader in the International Financial markets, our client is currently expanding its bond trading operations. Primarily they are interested in meeting ECU traders with at least 2 years experience to help establish a presence in that market.

For a confidential discussion, please contact Kathy Rogg.

CHIEF EXECUTIVE

for

GLASGOW

LEC

This job is one of the most important economic development posts in Scotland.

Suitable applicants will be senior managers in either the public or private sectors.

Under the Scottish Enterprise proposals, a 'local enterprise company' (LEC) is to be established for Glasgow. It will be the largest of the LECs in Scotland and will be a major player in the development of the Scottish economy. A Designate Board has already been appointed under the chairmanship of Sir Norman Macfarlane. With the planning stage underway and the LEC expected to become operational around January 1991, the Board wishes to appoint a Chief Executive as soon as possible.

The successful applicant will have overall responsibility for the effective integration of current

Scottish Development Agency and Training Agency activities in Glasgow and the development and delivery of new programmes and projects to realise the full economic potential of the city.

An attractive, performance-related salary, consistent with the importance of the post, will be offered.

Applicants will be able to demonstrate a record of substantial achievement in management, an understanding of economic development and training and a commitment to Glasgow.

Applications, to arrive no later than Friday 8 June 1990, should be sent to Sir Norman Macfarlane, Glasgow Local Enterprise Company, 221 West George Street, Glasgow G2 2ND, quoting reference GLEC/FT on the envelope.

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£ Excellent

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Standard & Poor's is one of the world's foremost rating agencies. The debt rating service provided by Standard & Poor's offers investors a global benchmark of credit quality and eases issuers' access to local capital markets. The London office is expanding due to a growth in demand for ratings and this has created a new opportunity within the International Department of the Debt Rating Division.

The Structured Finance group of the International Department is responsible for analysing all asset-backed transactions in Europe. This requires excellent analysis skills in order to evaluate the collateral and proposals for new and innovative structures. The successful applicant will work closely with team members, issuers, lawyers and the arrangers. The work involves analysis and evaluation of issues and preparing presentations for rating committee for which good written and oral communication is essential.



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RATHBONE

A rare opportunity to accelerate your career

A successful, young Chief Executive of a fast expanding plc needs someone at his right hand to get involved in virtually every facet of the business. The £60m group, is set to grow by acquisition, and organically, in industrial and engineering services activities, while maintaining a strong base of investments and property. The focus of the job may well be on corporate development and acquisition appraisal, but this individual will be quick minded and flexible in the tasks, great and small, that he or she will be ready to tackle. This is a job where the business comes first, where hours may be long and strenuous, and where

the demands may be exacting, including the need to travel, sometimes at short notice. **The person we are looking for is:** young, well-educated with a good brain; financially numerate with an instinct for business and the will to succeed. We shall need evidence of all these, but while a degree and indeed an MBA would be desirable, they are not mandatory. A record of achievement is very important, but there is no precise requirement for where work experience has been gained. The individual with the right personal qualities will find the remuneration package attractive.



Please write in confidence enclosing CV to Mrs Genie Havill, CSR Recruitment Consultants, 14 Bolton Street, London W1Y 8JL. Please mark the envelope CSR 2544.

Jonathan Wren Executive

INVESTMENT MARKETING Up to £75,000

We have been retained by a leading institutional investor to seek a senior individual at Director level to lead a major marketing effort in the UK. Responsibilities will include marketing investment products primarily to the charity market, as well as the public sector, where high standards of professional and personal service are required.

The successful candidate will ideally have experience of both the charity and public sector pension fund markets. Additionally a strong understanding of the investment industry will be required, possibly including the management of funds, as well as a successful record in marketing investment products.

For further information please contact Martin Symon 071-623 1266 or, after 8pm, 04-203 3159.

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 071-623 1266 Fax: 071-626 5258

Economist

Niche Merchant Bank

£ negotiable

Trained economist to join small economics team with very successful, highly regarded South East Asian based institutional broker. Lively, independent, sales-driven culture has underpinned rapid, profitable growth. Strong balance sheet, excellent corporate finance team and international distribution capability. Offices in Hong Kong, Singapore and Philippines with further regional expansion underway. Competitive remuneration reflecting expatriate status.

THE ROLE

■ Reporting to the Senior Economist as part of a small, highly motivated, commercially oriented team.

■ Responsible for preparation and presentation of regular economic digest.

■ Producing independent, thoughtful analysis and forecasts for world and regional economies. Ad hoc analysis to support sales team.

Hong Kong

Lively, independent, sales-driven culture has underpinned rapid, profitable growth. Strong balance sheet, excellent corporate finance team and international distribution capability. Offices in Hong Kong, Singapore and Philippines with further regional expansion underway. Competitive remuneration reflecting expatriate status.

QUALIFICATIONS

■ Late 20's, seasoned, capable economist from commerce or academia. Must articulate economic issues succinctly and add value in reporting. Knowledge of region desirable but not essential.

■ Experience of macro-economic analysis at country and regional level. Excellent writer. Good communicator for client and sales team interaction.

■ Bright, personable self-starter with initiative and small team orientation. Ambitions to progress within group.

Please reply in writing, confidentiality assured, enclosing full details: Ref DLS904, Spencer Stuart, 3rd Floor, Brook House, 113 Park Lane, London W1Y 4HJ.

London
071-493 1238

The Selection Division of
Spencer Stuart & Associates Ltd

Manchester
061-941 3818

SENIOR MARKETING OFFICER

LONDON

An expanding European bank, committed to the London market is now seeking to increase their corporate banking division.

Operating within the marketing team in this high profile role, you will be presenting the bank's credit related and specialised range of products to UK corporates. Involved in reviewing both existing clients and potential new business, you will also participate in structuring the deals and making presentations to the credit committee.

You will have gained a comprehensive credit training, have experience of marketing acquired within a

commercial bank and ideally exposure to leveraged transactions and structured finance deals.

The bank is performance orientated and offers an excellent rewards package for strong performers, combined with the opportunity to further progress your career.

As a result of this expansion the bank would also be interested to talk to graduate credit analysts who are seeking to make a career move within corporate banking.

To apply for this appointment, please write to or telephone Sarah Adcock quoting Reference 13737/sma.

RECRUITMENT SOLUTIONS, 25 City Road: LONDON EC1Y 1AA
Telephone: 071 256 5041 (24 hours) Fax: 071 374 8848



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Living in Northern France

On the verge of retiring, I am looking for part time temporary jobs. English, French, Dutch and some German. Business experience. Available for further talks in June in the London area.

Please write to Box A828, Financial Times, One Southwark Bridge, London SE1 9HL

Fund Management

Assistant Fund Manager Analyst

UK Equities

Our client is the asset management arm of one of the world's leading insurance companies with over £8 billion of funds under management in the UK and wishes to expand its UK Equity Team by the appointment of both an Assistant Fund Manager and an Analyst. Reporting to the Research Manager, the appointees will be responsible for the analysis of companies and industry sectors in order to make recommendations on UK ordinary shares to fund managers. In addition, the assistant fund manager will assist in the management of the UK equity content of one of the group's larger funds.

Candidates for the analyst's role should be graduates with a minimum of 18 months' investment analysis experience gained within

a similar environment, whereas Assistant Fund Manager candidates will need to have 3 years' analytical experience and must be capable of demonstrating the ability to think independently and back their own judgement. Excellent communication and presentation skills combined with a logical and numerate approach are essential. These positions offer excellent prospects for analysts wishing to progress to managing funds. Attractive remuneration packages are available for the right candidates.

Please contact Paul Wilson on 071-831 2000 or write to him, enclosing a curriculum vitae at:

Michael Page City,
39-41 Parker Street,
London WC2B 5LH.

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City

Acquisitions and Projects Manager

c£40,000 & excellent package

Scantronic Holdings PLC is a leading international manufacturer and distributor of security equipment and related products with a reputation for rapid profitable growth, organically and by acquisition (turnover up 800% over last 5 years). Future plans are very ambitious.

Based at Corporate HQ in Pervale, you will support a small team of senior executives in expanding the Group, primarily in UK, Europe and the USA. This unusually varied role includes researching targeted markets and selected companies.

Probably age 29-33, you have 2-3 years' acquisition experience (corporate or professional) including international exposure. You will have a major professional qualification (legal, accountancy or banking) or, possibly, an MBA. You are ambitious, a self-starter, flexible, highly intelligent, analytical and confident.

The position offers ample scope for developing status, salary and prospects. The excellent remuneration package includes non contributory pension, fully expensed quality car and share option scheme.

Please reply, in confidence, giving full details of education, qualifications, career and salary plus a contact telephone number, and quoting reference 1629, to Barbara Robertson MA, MMC.

BDO Consulting
8 St Bride Street
London EC4A 4DA
Tel: 071 583 3303

Foreign Exchange

Senior Corporate Dealer £55,000

We are currently recruiting for an International Bank who are expanding their Customer desk. They are seeking a Senior Customer Dealer/Salesperson who has an excellent knowledge of the UK Corporate Market with the potential to assume control of a large desk. A sound trading background of all Treasury products together with an understanding of Derivatives is required from candidates aged in their early to mid-thirties.

Senior Spot FX c£60,000 + Benefits

A large US Bank, with an active Treasury dealing room continues to build up its presence in the Spot Market and seeks a Senior Spot Dealer. Candidates should have at least 5 years experience in a major currency within an active interbank environment. This position involves active book running within a professional and dynamic team.

**EXCHANGE
appointments**

**to £50,000 +
Benefits**

This International Bank is currently in the process of expanding its Foreign Exchange dealing room. To augment the existing dealers a candidate is sought with solid trading experience in STG - both Spot Cable and STG Crosses. Suitable candidates are likely to be in their late twenties or early thirties, and should perform well in a team environment.

Senior Forward Dealer to £50,000

A large European Bank with an active presence in the Forward Markets is presently trading in Forwards, Forward Forwards and Forward Crosses as well as using Off Balance Sheet Products such as Financial Futures and FRA's. Candidates in their late twenties and with 3 years experience on a Forward Desk are thought to possess the necessary experience.

For further information please contact
Anthony Marshall or Veronica McPake on
071-929 2383.

Fourth Floor, No. 1 Royal Exchange Avenue, London EC3V 3LT. Tel. 071-929 2383 Fax: 071-929 2805

Jonathan Wren Leasing

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The Client:

A highly successful U.K. leasing operation backed by a major European Bank.

The Market:

Manufacturer Support Schemes where unit values exceed £50,000 and innovative direct transactions, £100,000 to £5m.

The Aim:

To mirror the U.K. operation in selected European countries, acquiring a significant market share.

The Countries:

France, Spain, Italy and Germany.
For each targeted country a team of 2 or 3 asset finance professionals with a minimum of five years successful domestic leasing experience.

Please contact Jill Backhouse or Peter Haynes in complete confidence.

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Jonathan Wren
Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 071-623 1266 Fax: 071-626 5258

Touche Ross

ENERGY MARKETS ANALYST

Major Exploration and Production plc

London to £35,000 + car

With production facilities in Europe, Africa and the Americas, this £multi-billion turnover plc currently produces over 10 mmbbls of oil and condensate per annum. The five year plan shows this level increasing significantly.

Reporting to the head of finance in the Exploration and Production Division, your primary responsibilities will be the determination and implementation of hedging and trading programmes involving the analysis of international energy markets. The role requires working closely with corporate group management, the operating divisions, principally Sales and Marketing, and close liaison with the Treasury Department.

You should be a highly numerate graduate in your mid 20's to early 30's with relevant trading experience in the financial or banking sector. In addition, you must be able to work in the pressurised environment of the markets and demonstrate the necessary communication skills to contribute effectively to the policy making processes of the company.

Please send a comprehensive résumé, salary details and day-time telephone number, quoting reference number 3131, to Neil Cameron, Executive Selection.

MANAGEMENT CONSULTANTS

5th Floor, E2/54 High Holborn,
London WC1V 6PL
Telephone: 071-563 7381

Assistant Company Secretary

£30,000 p.a. + car

Bass PLC, Britain's largest brewer with major interests in pub retailing, hotels, restaurants, soft drinks, and retail leisure facilities, is looking for an Assistant Company Secretary to join its Head Office team in London.

Reporting to the Company Secretary, you will be expected to assist in the provision of secretarial and legal services to the parent and subsidiary companies. Your duties will include assistance in the preparations for meetings, the servicing of the Company's listings in London, New York, Amsterdam and Brussels, share register servicing and monitoring, maintenance of statutory records, ensuring compliance with statutory requirements and assistance in the production of Company reports.

You should be professionally qualified, either as a lawyer or Company Secretary, and have experience in company secretarial work in a PLC. You should be a self-starter, able to work on your own initiative and have good communication skills.

We offer a competitive salary, commensurate with your experience and attractive fringe benefits.

If you are interested, please write to Gisela Gledhill, Company Secretary at

*Bass PLC,
66 Chiltern Street,
London
W1M 1PR*

Bass
Public Limited Company

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UK Corporate Lending

Birmingham based

c. £25,000 + Car + Bank Benefits

Our client a major European bank with an extensive International network is seeking to recruit an experienced Marketing Officer, who will be based at its well established Birmingham Office.

The successful candidate will be aged 25-35 with a degree and/or professional qualification, and at least 3 years experience of Marketing UK Corporates.

First class credit skills and knowledge of treasury related products is essential.

This is an excellent career opportunity as the bank embarks on its new strategy for the UK.

Please write in confidence with full CV to: J. D. Vine (Ref. MO/23)
Vine Potterton Ltd., Wakefield House, 152/3 Fleet Street, London EC4A 2DH.
Please indicate any banks in which you would have no interest.

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RECRUITMENT ADVERTISING

Investment Management

EUROPEAN FUND MANAGER Edinburgh

Stewart Ivory is one of Scotland's leading independent investment managers, active in managing investment trusts, pension funds, unit trusts and private client funds. We want to build up our European fund management team.

Specific experience in this area is not essential but a European language and understanding of financial analysis would be helpful. Salary negotiable in relation to experience.

Please apply in writing with full C.V. to: David Shaw Stewart, Stewart Ivory & Co. Ltd., 45 Charlotte Square, Edinburgh EH2 4HW.

STEWART IVORY

EQUITY OPTIONS MARKET MAKERS

FOR SYDNEY, AUSTRALIA

Applications are invited for EQUITY OPTIONS MARKET MAKERS.

Successful candidates will be located in Sydney, Australia and will be employed by the country's strongest bank-backed stockbroker. It is envisaged individuals would be currently employed on the LTOM and have a minimum two years' experience.

Enquiries should be directed in the first instance to:

Michael Gilmour on (071) 248 1606.

MAINSTREAM CORPORATE FINANCE EXECUTIVES

£55,000 TO £75,000 + SUB MORT & BENS

British Merchant Bank whose activities include Banking, Capital Markets, Investment Management, Securities and Corporate Finance, seek several talented and experienced Mainstream Corporate Finance Executives. An excellent academic history is essential.

All enquiries will be treated in the strictest of confidence.

Please reply to Box A831, Financial Times,
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— Want to be represented by recognised experts.

We are seeking to fill positions in Treasury Management, Spot \$/Dmk, Cable, \$/Yen, \$/Swiss, ECU's, Exotics, in such centres as London, USA, Middle East, Far East, and Continental Europe.

Please contact:- Dudley Edmunds, Nigel Hulbert, John Wharton on

Tel: 071-839 5017 Fax: 071-839 7080

CORPORATE FINANCE ANALYST

With diverse interests in brewing, distilling and leisure, Guinness PLC is proud of its unparalleled portfolio of leading international brands.

Central to the Group's success, our Corporate Finance and Strategy department, based at Portman Square, London, is responsible for acquisitions and disposals, strategic planning for the Group and investment evaluations.

Reporting to the Manager, Corporate Finance, the successful candidate will provide analytical support and assist in the evaluation, negotiation, financial structuring and implementation of transactions.

To succeed, you will be either a qualified accountant or lawyer with the ability to demonstrate keen business awareness. Computer literacy with a good grasp of accounting principles, together with some experience in merger and acquisition work are essential.

A competitive salary, appropriate to level of experience, will be negotiated around £25,000 to £30,000, while a full range of attractive benefits will apply including profit share, contributory pension, medical insurance and drinks allowance.

To apply, please send a full c.v. to Mary Farrell, Personnel Officer, Guinness PLC, 39 Portman Square, London W1H 9HB.

GUINNESS PLC



European Economist

Baring Brothers & Co., Limited, one of the City's leading merchant banks is seeking to appoint a European Economist. The Economic Section's main functions are to provide the Bank and its clients with advice and commentary on economic events, to produce economic forecasts and to analyse and interpret economic and financial developments. The section contributes significantly to the Bank's decision making processes.

Applicants should possess an economics degree, knowledge of monetary economics and econometrics and a minimum of one to two years' working experience as an Economist. Good communication skills are essential as is the ability to carry out economic research. Knowledge of a European language will also be an advantage.

Together with the salary, which is negotiable according to qualifications and experience, the benefits include BUPA, mortgage subsidy, and a non-contributory pension scheme. Interested candidates should write in confidence, enclosing a CV to:

Miss S. J. Milbank,
Baring Brothers & Co., Limited,
8 Bishopsgate, London EC2N 4AE.

MANAGER – INVESTMENT MARKETING

London based

This is an opportunity to develop a new marketing function working in the Investment Division of a U.K. Life Assurance Company managing assets in excess of £2 billion. The main duty will be to ensure that the portfolio investment activities of the company are clearly communicated and coordinated with sales and marketing requirements.

The Manager's major functions will be to develop and produce the material and presentational formats to inform the sales force, clients and investment advisors of the range, nature and performance of the various investment products and to make presentations. Further responsibilities will include participation in product development

and investment strategy.
Because of the nature of the role you must possess a good knowledge of investment management, gained either as a Fund Manager or in a marketing/client liaison role. Excellent oral and written communication skills are essential. You are likely to be aged 25-40 with a keen interest in developing your career in an investor relations direction.

If you would like to be considered for this appointment, please write to Michael Thompson at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP or telephone 071-222 7733 for a preliminary discussion.

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Jennifer Hudson ext 3607

Richard Huggins ext 3460

Sarah Gaze ext 3199

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

INTERNATIONAL BANK

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JUNIOR EXECUTIVES

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- University qualification preferably MBA/ACIB
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MBA – Research £25,000

MBA graduate with French or German to undertake economic, industry and project research. Engineering background preferred.

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Graduate with a minimum of one year's Treasury back-up experience preferably to include foreign exchange, money market and off-balance sheet products.

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Graduate with an additional European language and basic exposure to balance sheet analysis, to undertake economic and company research.

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First or 2nd degree in Mathematics, Science or Economics together with one year's capital markets/trade finance experience.

Corporate Finance £17,000

Law graduate to train in Eurobond/Securities new issues origination and execution. Further development into Mergers and Acquisitions.

For further information please telephone or send your C.V. to Andrew Rose, Associate (Financial Department Consultants), Bell Court House, 11 Beauchamp Street, London SW1M 2AZ. Tel: 071-582 5289. Fax: 071-582 4417.

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Personal details to Box A830, Financial Times, One Southwark Bridge, London SE1 9HL.

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As part of our London-based Sales and Marketing team you will be responsible for selling WM's performance products to existing and potential clients. You will also be expected to identify new markets and product development opportunities.

Educated to degree level or equivalent, you will preferably have experience of providing statistically based consulting services to institutional investors—possibly gained through an actuarial background. You will need to enjoy and ideally have experience of dealing with institutional investors as well as possess excellent presentation and communication skills.

A competitive salary and benefits package is offered including a Company car, bonus scheme and BUPA.

Interested applicants should write enclosing full CV to

Virginia Noble,

Resourcing Manager.



WORLD MARKETS HOUSE, CREWE TOLL, EDWORTHSHIRE, CHESHIRE, CW8 1BB. TELEPHONE 01244 319000 FAX 01244 319000

CREDIT ANALYST

City

An excellent opportunity for a young credit analyst to join one of the world's most prestigious European banks, which has a reputation for its innovative approach to the market place, quality of its products and its people.

By joining this successful and professional department, you will become involved in a broad range of credit reviews, analysis and proposals for a wide and varied client base. This is a high profile role where the successful incumbent will have extensive interface with both clients and senior management.

Applicants in their mid to late 20's, should be educated to degree level, have strong PC skills and sound credit analysis experience gained with either a UK Clearing bank or major International bank. Additionally the successful candidate will be seeking to join a progressive environment with excellent prospects in the short to medium term. In return, our client can offer a competitive compensation package.

For further information please contact Judy Elmes at:

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Seek to work with a company with growth potential, aggressive marketing/leadership orientation, currently positioning themselves in Hungarian business community.

May be interested in relocating to Budapest.

Write in Confidence to:
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TREASURY MANAGER LONDON OFFICE OF QUOTED US CORPORATION

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RESPONSIBILITIES:

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TRADE FINANCE

BANK BALANCE REPORTING

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ACCOUNTING EXPERIENCE AN ADVANTAGE

DEGREE OR SIMILAR

A.C.T. (STUDENT/FINALIST)

COMPUTER LITERATE

PLEASE FORWARD CURRICULUM VITAE IN CONFIDENCE
TO:
MISS J. REYNOLDS, 156 THE CIRCLE,
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UNIVERSITY OF LONDON THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

The Jean Monnet Lectureship in European Community Politics

The school wishes to appoint a Jean Monnet Lecturer in European Community Politics in the Department of Government. This post (co-financed by the Jean Monnet Project of the EC for the first three years) is intended to extend and develop teaching and research about the European Community, its political and policy-making processes. Applications are invited from those with research interests in both the community and one of its member states.

The Department has a distinguished tradition in the field of European Politics and contributed substantially to the interdepartmental M.Sc. in European Studies. The School regards further development of research and teaching on the European Community as central to its activities.

The initial salary will be in the range £10,458 to £16,014 plus £1,767 London Allowance a year. (Award pending). In assessing starting salary, consideration will be given to qualifications, age and experience.

Application forms and further particulars are available from the Staffing Officer, Room H515, The London School of Economics, Houghton Street, London WC2A 2AE.

The closing date for applications is 15 June 1990.

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